Town of Westford

Annual Report

For the Fiscal Year Ending June 30

2012



9-11 Memorial Bench Dedicated September 11, 2011

Digitized by the Internet Archive
in 2017 with funding from
Boston Public Library

https://archive.org/details/townofwestfordan2012west

TOWN OF WESTFORD
MASSACHUSETTS

Annual Report

For the fiscal year ending June 30, 2012

Annual Town Meeting
Saturday, March 23, 2013

Annual Town Election
Tuesday, May 7, 2013

In Memorium

Lloyd Blanchard
1917 - 2011



Lloyd came to Westford in 1957 to become Superintendent of Schools, a position he held for 25 years. After his retirement in 1982, Lloyd served as treasurer and tireless volunteer for the Westford Museum until just a few years before his death.

Cecelia Healy
1919-2011

C Healy was appointed to the Council on Aging when it was created in 1974 and continued as a member for 37 years. C's commitment to the Town runs in the Healy family: her husband and two of her nine children, James and Dini Healy-Coffin, served on the board of selectmen, and daughter Toody chairs the Community Preservation Committee.



IN MEMORIUM – CONTINUED

Bette Ross Hook
1920 – 2012



An extraordinary teacher of history at Westford Academy from 1955 to 1976, Bette was elected as the first woman on the WA Trustees the year she retired. Bette then brought her love of American history to the Bicentennial Committee and the Historical Commission. In 1976, she was elected to the School Committee, resigning to become Town Clerk two years later. After six years as Town Clerk, Bette was on the Finance Committee (1989-93) and the Police Facility Building Committee (1996-98).



Dave Levy
1952 - 2012

He served tirelessly and quietly for several decades on the Communications Advisory Committee.

Our existing cable TV and cable access TV in Westford stand as living testimony and lasting memorials of his dedication, diplomacy, expertise and hard work.

Citizen Activity Application Form

CITIZEN ACTIVITY APPLICATION FORM
Town of Westford

GOOD GOVERNMENT STARTS WITH YOU

If you are interested in serving on a Town committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. This form may also be downloaded from the website at www.westfordma.gov. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date_____

Name _____

Address _____

Home Telephone_____Email _____

Amount of Time Available _____

Interest in What Town Committee _____

_____

_____

Present Occupation _____

Education Background _____

_____

Town Offices Held_____

_____

_____

Other Volunteer Positions _____

_____

Remarks _____

_____

Table of Contents

Town Officers and Committees

Elected Officials 1
Appointed Officials 3
General Meeting Times for Boards and Committees 13

Elections

Presidential Primary Election: March 6, 2012 14
Annual Town Election: May 1, 2012 18

Town Meetings

Special Town Meeting: October 17, 2011 19
Annual Town Meeting: March 24, 2012 48

Boards, Committees and Departments

Board of Selectmen 66
Town Manager 68
Affordable Housing Committee 71
Affordable Housing Trust Fund 75
Animal Control Department 77
Assessors, Board of 78
Bruce Freeman Rail Trail 80
Budget Solutions Task Force 83
Building Department 84
Capital Planning Committee 86
Cemetery Commission, Board of 88
Communications Advisory Committee 90
Community Preservation Committee 93
Conservation Commission 96
Council on Aging 102
Cultural Council 106
Emergency Management Agency 108
Energy Committee 110
Engineering Department 112
Finance Committee 114
Fire Department 115
Health ,Board of 120
Highway Department 126
Historical Commission 128
Housing Authority 130
Human Resources 132
Library, J.V. Fletcher 134
Museum & Historical Society 145
Nashoba Valley Technical High School 147
Northern Middlesex Council of Governments 150
Parkerville Schoolhouse Committee 152

TABLE OF CONTENTS – CONTINUED

Parks and Recreation 154
Pedestrian Safety Committee 158
Permanent Town Building Committee 159
Planning Board 160
Police Department 162
Public Works Initiative Committee 167
Records and Archives Management Committee 169
Recycling Commission 171
Sealer of Weights and Measures 173
Selectmen, Board of 66
Schools
    Nashoba Valley Technical High School 147
    Westford Public Schools 174
Tax Collector/Treasurer 227
Tax Possession Sale Committee 232
T.R.E.A.D. 233
Technology 234
Town Accountant 237
Town Clerk 253
Town Manager 68
Tree Warden 256
Unaccepted Roads Committee 257
Veterans Services 259
Water Department 262
Zoning Board of Appeals 266

Directory of Town Departments 268

Index 271

Westford at a Glance 273

Elected Officials as of April 30, 2012

BOARD OF HEALTH

3 - year term		Term Expires
ZAC CATALDO	121 DEPOT ST	05/03/2013
MICHELLE PITONIAK-CRAWFORD	15 SHELLY LN	05/03/2014
SUSAN M HANLY	26 KIRSI CIR	05/02/2013
JILLIAN L LOKERE	103 RUSSELL`S WAY	06/01/2013
JOANNE MARTEL	6 MARIE ANN DR	05/01/2015

BOARD OF SELECTMEN

3 - year term		
ROBERT S JEFFERIES	11 BOSTON RD	05/04/2013
ANDREA PERANER-SWEET	21 KIRSI CIR	05/04/2013
KELLY ROSS	7 CARRIAGE WAY	05/01/2014
JIM SULLIVAN	118 CARLISLE RD	05/01/2015
VALERIE WORMELL	25 VOSE HILL RD	05/01/2014

HOUSING AUTHORITY

3 - year term		
SCOTT HAZELTON	76 NUTTING RD	05/01/2015
5 - year term		
MURIEL T DRAKE	8 LASALLETTE RD	05/01/2014
CAROL ENGEL	26 LOWELL RD	05/03/2016
PHYLLIS KOULOURAS	10 SCHOOL LN	05/01/2013
NANCY J WIMBERG	8 KEYES RD	08/17/2013

JV FLETCHER LIBRARY TRUSTEES

3 - year term		
ELIZABETH S DIERCKS	56 DEPOT ST	05/01/2013
MARIANNE C FLECKNER	23 ALMERIA CIR	05/01/2015
SUSAN FLINT	7 SWANSON LN	05/01/2015
HAJO KOESTER	65 PROVIDENCE RD	05/03/2014
BOB PRICE	18 STRATTON HILL	05/03/2014
JACK WROBEL	13 MONADNOCK DR	05/01/2013

PLANNING BOARD

5 - year term		
KEVIN BORSELLI	24 CARLISLE RD	04/30/2013
DENNIS J GALVIN	90 CONCORD RD	05/01/2015
MICHAEL J GREEN	20 RUSSELL`S WAY	05/01/2014
KATE HOLLISTER	25 VINE BROOK RD	05/31/2017
MATT LEWIN	4 MISTY LN	04/30/2016

Elected Officials as of April 30, 2012 – continued

SCHOOL COMMITTEE

3 - year term		Term Expires
ARTHUR F BENOIT	26 COUNTRY RD	05/01/2013
JUDITH E CULVER	34 STONE RIDGE RD	05/01/2013
ANGELA HARKNESS	15 CASTLE RD	05/01/2015
DAVID KEELE	10 BOSTON RD	05/01/2014
ERIKA KOHL	4 FRANCES HILL RD	05/01/2014
MARGARET A MURRAY	11 SASSAFRAS RD	05/01/2015
TERRY J RYAN	7 CASTLE RD	05/01/2015

Appointed Officials as of June 30, 2012

AFFORDABLE HOUSING COMMITTEE

APPOINTED BY TOWN MANAGER

		Term Expires
1 - year term		
CHRISTINE G PUDE	7 BAYBERRY RD	06/30/2013
2 - year term		
JOAN C CROTEAU	10 BOUTWELL HILL RD	06/30/2013
PAUL CULLY	4 PATRIOT LN	06/30/2013
JOE P DIAMOND	7 TRAILSIDE WAY	06/30/2014
SCOTT HAZELTON	76 NUTTING RD	06/30/2013
KAREN HUDSON	35 CARLISLE RD	06/30/2013
JIM SILVA	98 CHAMBERLAIN RD	06/30/2014
DREW VERNALIA	10 GROTON RD	06/30/2014
3 - year term		
ROBERT DOWNING	40 NUTTING RD	06/30/2015

AFFORDABLE HOUSING TRUST COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

2 - year term		
ROBERT F DOWNING	40 NUTTING RD	06/30/2014
DIANE L HOLMES	59 LOWELL RD	06/30/2014
JIM SULLIVAN	45 COLD SPRING RD	06/30/2014
ROBERT J WASKIEWICZ	70 BROADWAY ST	06/30/2014

AGRICULTURAL COMMISSION

APPOINTED BY BOARD OF SELECTMEN

3 - year term		
MATTHEW R FOTI	76 CARLISLE RD	06/30/2015
MARCIANA B GAMESTER	22 GRIFFIN RD	06/30/2014
ROBERT A HAIGH	6 DURKEE LN	06/30/2015
ROBERT L WEBB	52 PINE RIDGE RD	06/30/2015

BOARD OF ASSESSORS

APPOINTED BY TOWN MANAGER

3 - year term		
DIANE L HOLMES	59 LOWELL RD	06/30/2013
TITUS A PALMER	15 VOSE RD	06/30/2015
CHRISTOPHER ROMEO	1 BETTY LN	06/30/2014

BOARD OF CEMETERY COMMISSIONERS

APPOINTED BY TOWN MANAGER

1 - year term		
R BRADLEY POTTS	19R MAIN ST	06/30/2013
3 - year term		
JONATHAN P ASH	13 DEPOT ST	06/30/2015
DANIEL P PROVOST	27 ORCHARD ST	06/30/2013
GEORGE P ROGERS	60 PLEASANT ST	06/30/2013

APPOINTED OFFICIALS – CONTINUED

BOARD OF WATER COMMISSIONERS
APPOINTED BY TOWN MANAGER
3 - year term

		Term Expires
ELIZABETH A DENLY	458 GROTON RD	06/30/2014
HUGH C MAGUIRE	127 COLD SPRING RD	06/30/2015
TITUS A PALMER	15 VOSE RD	06/30/2014
LESLIE A THOMAS	8 OLD COLONY DR	06/30/2013

BUDGET SOLUTION TASK FORCE
APPOINTED BY BOARD OF SELECTMEN & SCHOOL COMMITTEE
No expiration date

JUDITH E CULVER	34 STONE RIDGE RD
MARK D KOST	7 GRASSY LN
ANDREA PERANER-SWEET	21 KIRSI CIR
JODI ROSS	55 MAIN ST
MIKE PRINCI	111 DEPOT ST
JIM SULLIVAN	118 CARLISLE RD
MARGARET MURRAY	11 SASSAFRAS RD
JOHN CUNNINGHAM	4 BUTTERNUT RD

BYLAW REVIEW COMMITTEE
APPOINTED BY BOARD OF SELECTMEN
3 - year term

DAVID B CHANDLER	26 HILLSIDE AVE	06/30/2015

No expiration date

KAARI MAI TARI	55 MAIN ST

CAPITAL PLANNING COMMITTEE
APPOINTED BY TOWN MANAGER
No expiration date

ARTHUR F BENOIT	26 COUNTRY RD
JOHN H CUNNINGHAM	4 BUTTERNUT RD
MARK D KOST	7 GRASSY LN
THOMAS J MAHANNA	4 BUTTERFIELD LN
DAN O'DONNELL	55 MAIN ST
BILL OLSEN	23 DEPOT ST
JODI ROSS	55 MAIN ST
JIM SULLIVAN	45 COLD SPRING RD
KIRK WARE	5 GRANADA DR
VALERIE A WORMELL	25 VOSE HILL RD

COMMUNICATIONS ADVISORY COMMITTEE
APPOINTED BY BOARD OF SELECTMEN
1 - year term

LYNETTE HARTWIG	2 BATES LN U-39	06/30/2013
JIM SILVA	98 CHAMBERLAIN RD	06/30/2013
TONY VACCA	93 MAIN ST	06/30/2013

APPOINTED OFFICIALS – CONTINUED

COMMUNITY PRESERVATION COMMITTEE

APPOINTED BY BOARD OF SELECTMEN & RESPECTIVE BOARDS

3 - year term

		Term Expires
JOHN P CUNNIFFE	8 PATTEN RD	06/30/2015
MARILYN FRANK	6 CHAMBERLAIN RD	06/30/2013
KEN HANLY	26 KIRSI CIR	06/30/2015
SCOTT HAZELTON	76 NUTTING RD	06/30/2015
KATHLEEN A HEALY	95 NORTH MAIN ST	06/30/2015
KATE HOLLISTER	25 VINE BROOK RD	06/30/2014
CHRISTINE M MACMILLAN	12 MAPLE ST	06/30/2015
ELIZABETH MICHAUD	11 BEAVER DAM DR	06/30/2013

CONSERVATION COMMISSION

APPOINTED BY BOARD OF SELECTMEN

3 - year term

ROBERT BOONSTRA	13 ALCORN CROSSING	06/30/2014
JOHN H CUNNINGHAM	4 BUTTERNUT RD	06/30/2015
ERIC FAHLE	9 LONG SOUGHT FOR POND RD	06/30/2014
MARILYN FRANK	6 CHAMBERLAIN RD	06/30/2013
JAMES S GOZZO	6 CAROLINA LN	06/30/2014
ANN R JEFFERIES	11 BOSTON RD	06/30/2015
PETER H MAHLER	25 VINE BROOK RD	06/30/2013

CONSTABLE

APPOINTED BY BOARD OF SELECTMEN

3 - year term

PATRICIA L DUBEY	30 PLEASANT ST	06/30/2015
JOHN R SULLIVAN	145 PLAIN RD	06/30/2015
KAARI MAI TARI	55 MAIN ST	06/30/2015

COUNCIL ON AGING

APPOINTED BY TOWN MANAGER

3 - year term

NANCY J COOK	25 NORTH MAIN ST	06/30/2013
HELENA M CROCKER	34 WEST ST	06/30/2013
DOROTHY H HALL	10 HIGHLAND RD	06/30/2013
GERALDINE HEALY-COFFIN	19 FRANCES HILL RD	06/30/2013
PATRICIA A HOLMES	7 CHURCH ST	06/30/2013
GEORGE P ROGERS	60 PLEASANT ST	06/30/2015
ROBERT P TIERNEY	10 TALLARD RD	06/30/2015

APPOINTED OFFICIALS – CONTINUED

CULTURAL COUNCIL

APPOINTED BY BOARD OF SELECTMEN

3 - year term

		Term Expires
NORMAN BRISTOL	1 ELDERBERRY WAY	06/30/2015
CELESTE FALCONE	9 STRATTON HILL RD	06/30/2015
ANGELA W MCALISTER	49 FLAGG RD	06/30/2014
CHRISTINE ROBINSON	8 MOORE RD	06/30/2014
DEBRA SIRIANI	59 GRANITEVILLE RD	06/30/2018

DROP BOX ADHOC COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

1 - year term

LISA COURCHAINE	22 ORCHARD ST	06/30/2013
DENNIS P COURCHAINE JR	22 ORCHARD ST	06/30/2013
BEVERLY JOHANSEN	9 STORY ST	06/30/2013

3 - year term

VALERIE A WORMELL	25 VOSE HILL RD	06/30/2015

EAST BOSTON CAMP ADVISORY COMMITTEE

APPOINTED BY CONSERVATION COMMISSION

No expiration date

ROBERT BOONSTRA	13 ALCORN CROSSING
KEVIN A CAVISTON	14 MORNING GLORY CIR
PAUL CULLY	4 PATRIOT LN
DOUGLAS DESCHENES	5 LINDSEY LN
MARILYN FRANK	6 CHAMBERLAIN RD
JAMES S GOZZO	6 CAROLINA LN
PETER H MAHLER	25 VINE BROOK RD
ANDREA PERANER-SWEET	21 KIRSI CIR
ELIZABETH PETERSON	4 PATRIOT LN
LESLIE A THOMAS	8 OLD COLONY DR

ECONOMIC DEVELOPMENT COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

3 - year term

THOMAS P BARRY	27 STONE RIDGE RD	06/30/2015
RONALD CATERINO	45 STONE RIDGE RD	06/30/2015
ELIA P DEMETRI	31 STONE RIDGE RD	06/30/2015
PETER D DERVAN	1 PLEASANT ST	06/30/2015
ANGUS JENNINGS	55 MAIN ST	06/30/2015
WILLIAM R NUSSBUM	29 STONE RIDGE RD	06/30/2015
ANDREA PERANER-SWEET	21 KIRSI CIR	06/30/2015
JODI ROSS	55 MAIN ST	06/30/2015
ANDREW M STERN	89 MAIN ST	06/30/2015
LYNDA B VERNALIA	10 GROTON RD	06/30/2015
PERTTI VULLI	13 LANDMARK RD	06/30/2015
AMANDA WILSON	53 VILLAGE VIEW RD	06/30/2015

APPOINTED OFFICIALS – CONTINUED

EMERGENCY MANAGEMENT
APPOINTED BY TOWN MANAGER
1 - year term

		Term Expires
JOE TARG	51 MAIN ST	06/30/2013
TIM WHITCOMB	55 MAIN ST	06/30/2013

ENERGY COMMITTEE
APPOINTED BY BOARD OF SELECTMEN
3 - year term

KATHLEEN A CANAVAN	3 MISTY LN	06/30/2014
STEVE DARDINSKI	7 VOSE HILL RD	06/30/2013
JEFFREY GELLER	68 NUTTING RD	06/30/2013
STEPHEN D LAROCHE	18 NORTH ST	06/30/2014
ZHAOHUI ZHANG	2 TYLER RD	06/30/2014

FINANCE COMMITTEE
APPOINTED BY MODERATOR
3 - year term

ELLEN DOUCETTE	3 BROOKVIEW DR	06/30/2013
JEANNE M DRULA	14 HOPKINS PL	06/30/2013
MARK D KOST	7 GRASSY LN	06/30/2014
MICHAEL A PRINCI	111 DEPOT ST	06/30/2014
INGRID M NILSSON	6 DEPOT ST	06/30/2013
WILLIAM C TAFFEL	90 COLD SPRING RD	06/30/2015
DENNIS WRONA	5 SASSAFRAS RD	06/30/2014
JAMES CONRY	25 PINE ST	06/30/2015
GERALD KOEHR	10 DEER RUN DR	6/30/2015

HISTORICAL COMMISSION
APPOINTED BY BOARD OF SELECTMEN
3 - year term

BRIAN ALCORN	54 OLD LOWELL RD	06/30/2014
JOHN P CUNNIFFE	8 PATTEN RD	06/30/2014
PHIL GILBERT	16 FRANCEL HILL RD	06/30/2014
DAVID G GUTBROD	74 DEPOT ST	06/30/2013
CONRAD HINCKLEY	24 BOSTON RD	06/30/2013
JOHN P MANGAN	8 BEAVER DAM DR	06/30/2014
RACHEL O'TOOLE	22 ALMERIA CIR	06/30/2014
ROBERT E STAFFORD	22 LELAND RD	06/30/2014
COLLEEN P WILLETT	15 JONAS RD	01/20/2014
JAMES ZEGOWITZ	178 CARLISLE RD	06/29/2015

APPOINTED OFFICIALS – CONTINUED

INSURANCE ADVISORY COMMITTEE
APPOINTED BY TOWN MANAGER & UNIONS
No expiration date

		Term Expires
DIANNE CLOUTIER	NON RESIDENT	
MICHAEL CROTEAU	NON RESIDENT	
JOHN EMANOUIL	NON RESIDENT	
MARILYN FRANK	6 CHAMBERLAIN RD	
JASON HUMPHREY	NON RESIDENT	
THOMAS MCENANEY	53 MAIN ST	
JOAN MITCHELL	NON RESIDENT	
GLEN ROBINSON	NON RESIDENT	

LAND ACQUISITION OVERSIGHT COMMITTEE
APPOINTED BY TOWN MANAGER
No expiration date

DIANE L HOLMES	59 LOWELL RD
RONALD H. JOHNSON	77 CARLISLE RD
BOB LAPORTE	15 KYLEMORE DR
CHRISTINE M MACMILLAN	12 MAPLE ST
PETER H MAHLER	25 VINE BROOK RD
ELAINE V MCKENNA	58 NEWPORT DR
LESLIE A THOMAS	8 OLD COLONY DR

LOWELL REGIONAL TRANSIT AUTHORITY
APPOINTED BY BOARD OF SELECTMEN
No expiration date

BERNADETTE ANN DUREAU	81 NORTH MAIN ST
LAURA MATHIS	1 SHERBURNE LN

MBTA ADVISORY BOARD ALTERNATE
APPOINTED BY BOARD OF SELECTMEN
1 - year term

ROBERT S JEFFERIES	11 BOSTON RD	07/01/2013

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT
APPOINTED BY MODERATOR
3 - year term

RONALD E DESCHENES	86 TADMUCK RD	06/30/2013
MARK DESROCHERS	3 LYNWOOD LN	06/30/2013
RAYMOND RIDDICK	22 BLAKES HILL RD	06/30/2014

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENT
APPOINTED BY BOARD OF SELECTMEN
1 - year term

KEVIN BORSELLI	24 CARLISLE RD	06/30/2013
ROBERT S JEFFERIES	11 BOSTON RD	06/30/2013
JIM SILVA	98 CHAMBERLAIN RD	06/30/2013

APPOINTED OFFICIALS – CONTINUED

PARKERVILLE SCHOOLHOUSE COMMITTEE
APPOINTED BY BOARD OF SELECTMEN

3 - year term		Term Expires
HEIDI C HATKE	78R CARLISLE RD	06/30/2015
CHARLES KENNEDY	31 OLD LOWELL RD	05/31/2013
JUNE W KENNEDY	31 OLD LOWELL RD	06/30/2015
FLORENCE MICHAELIDES	13 CANNONGATE RD TYNGSBORO, MA	06/30/2015
BONNIE OLIPHANT	3 ROBINSON RD	06/30/2014
ROGER PLAISTED	175 CARLISLE RD	06/30/2015
JOHN A WILDER	61 CARLISLE RD	06/30/2015

PARKS & RECREATION COMMISSION
APPOINTED BY TOWN MANAGER

1 - year term		
CINDY FREUD	2 JENNIFER DR	06/30/2013
3 - year term		
CHRIS BARRET	13 VOSE HILL RD	06/30/2013
AUGUSTUS BICKFORD	95 NORTH MAIN ST	06/30/2014
KEVIN A CAVISTON	14 MORNING GLORY CIR	06/30/2013
KEN HANLY	26 KIRSI CIR	06/30/2015
RICHARD MCCUSKER	13 CHIPPEWA RD	06/30/2013
JOHN W MCNAMARA	11 HILLSIDE AVE	06/30/2015
CAROLYN K METCALF	46 LAKE SHORE DR NO	06/30/2015

PEDESTRIAN SAFETY COMMITTEE
APPOINTED BY BOARD OF SELECTMEN

No expiration date	
LOUIS CHARLES D COOK	13 CHESTNUT ST
MICHAEL CROTEAU	NON RESIDENT
PETER N EWING	21 OLD HOMESTEAD RD
KATE HOLLISTER	25 VINE BROOK RD
KAREN HUDSON	35 CARLISLE RD
BOB JEFFERIES	11 BOSTON RD
TOM O'DONNELL	6 OVERLOOK CIR
BALA PARTHASARATHY	471 GROTON RD
GUNARS V ZAGARS	26 N HILL RD

PERMANENT TOWN BUILDING COMMITTEE
APPOINTED BY BOARD OF SELECTMEN

2 - year term		
MORGAN D FANNON	19 MOORE AVE	06/30/2014
GARY LAVELLE	2 MEADOWVIEW LN	06/30/2014
KIRK WARE	5 GRANADA DR	06/30/2014

3 - year term		Term Expires
KAREN A CAVANAGH	8 DEMPSEY WAY	06/30/2014
NANCY J COOK	25 NO MAIN ST	06/30/2015
PAUL L DAVIES	6 CREST DR	06/30/2014
THOMAS J MAHANNA	4 BUTTERFIELD LN	06/30/2014

PERSONNEL ADVISORY COMMITTEE
APPOINTED BY BOARD OF SELECTMEN

3 - year term		
SUSAN M FLINT	7 SWANSON LN	06/30/2015

PUBLIC WORKS INITIATIVE COMMITTEE
APPOINTED BY BOARD OF SELECTMEN

3 - year term		
ARTHUR F BENOIT	26 COUNTRY RD	12/13/2013
AUGUSTUS BICKFORD	95 NORTH MAIN ST	12/13/2013
JOHN H CUNNINGHAM	4 BUTTERNUT RD	12/13/2013
MARK D KOST	7 GRASSY LN	12/13/2013
HUGH C MAGUIRE	127 COLD SPRING RD	12/13/2013
JOHN MANGIARATTI	55 MAIN ST	12/13/2013
ROBERT D PRICE	18 STRATTON HILL RD	12/13/2013
GEORGE P ROGERS	60 PLEASANT ST	12/13/2013
VALERIE A WORMELL	25 VOSE HILL RD	12/13/2013

RECORDS AND ARCHIVES COMMITTEE
APPOINTED BY TOWN MANAGER

3 - year term		
ELLEN S HARDE	39 MAIN ST	06/30/2013
PAT LOUCH	82 MAIN ST	07/01/2014
SANDY MARTINEZ	95 MAIN ST	06/30/2013
VIRGINIA MOORE	36 BOSTON RD	06/30/2013
BOB OLIPHANT	3 ROBINSON RD	06/30/2013
KAARI MAI TARI	55 MAIN ST	06/30/2014

RECYCLING COMMISSION
APPOINTED BY TOWN MANAGER

3 - year term		
ALAN BUGOS	3 JOCELYN DR	06/30/2013
KRIS ERICKSON	41 KEYES RD	06/30/2013
ELLEN S HARDE	39 MAIN ST	06/30/2015
JOAN KEANE	10 GRANITEVILLE RD	06/30/2015
SUSAN LAVIGNE THOMAS	7 OLD HOMESTEAD RD	06/30/2015
CHARLES STARK	14 CHRISTOPHER RD	06/30/2013
BARBARA D THERIAULT	8 TADMUCK LN	06/30/2014

APPOINTED OFFICIALS – CONTINUED

REGISTRARS OF VOTERS
APPOINTED BY BOARD OF SELECTMEN

3 - year term		Term Expires
PHILIP R. MCGEE	2 BEAVER BROOK RD	06/30/2014
ALISA NAKASHIAN-HOLSBERG	6 BETTY LN	06/30/2015
SHEILA TUCKE	100 CHAMBERLAIN RD	06/30/2013
No expiration date		
KAARI MAI TARI	55 MAIN ST	

TAX POSSESSION SALE COMMITTEE
APPOINTED BY BOARD OF SELECTMEN

3 - year term		
WILLIAM HARMAN	10 CHAMBERLAIN RD	06/30/2013
ERNEST H HYDE	59 DEPOT ST	06/30/2013
DARRIN H WIZST	1 NOONAN WAY	06/30/2013

TOWN FOREST COMMITTEE
APPOINTED BY TOWN MANAGER

3 - year term		
RICHARD J BARRETT	47 TADMUCK RD	06/30/2013
JIM GOZZO	6 CAROLINA LN	06/30/2013
HUGH C MAGUIRE	127 COLD SPRING RD	06/30/2013

TREAD COMMITTEE
APPOINTED BY TOWN MANAGER

3 - year term		
CHRISTINE COLLINS	55 MAIN ST	06/30/2015
NANCY J COOK	25 NORTH MAIN ST	06/30/2015
TIMOTHY J DONOVAN	21 FLAGG RD	06/30/2015
DOROTHY H HALL	10 HIGHLAND ROAD	06/30/2015
DIANE L HOLMES	59 LOWELL RD	06/30/2015

TREE WARDEN
APPOINTED BY TOWN MANAGER

1 - year term		
RICHARD J BARRETT	47 TADMUCK RD	06/30/2013

Appointed Officials – continued

UNACCEPTED ROAD STUDY COMMITTEE

APPOINTED BY BOARD OF SELECTMEN

1 - year term

		Term Expires
CHRIS BARRETT	13 VOSE HILL RD	06/30/2013
RICHARD J BARRETT	47 TADMUCK RD	06/30/2013
GLORIA BENSCH	4 SAWMILL RD	06/30/2013
ROBERT C DOOLEY JR	9 POLLYANNA LN	06/30/2013
ROBERT S JEFFERIES	11 BOSTON RD	06/30/2013
MATTHEW LEWIN	4 MISTY LN	06/30/2013
KEN WEISS	27 VOSE HILL RD	06/30/2013
VALERIE A WORMELL	25 VOSE HILL RD	06/30/2013

ZONING BOARD OF APPEALS

APPOINTED BY BOARD OF SELECTMEN

5 - year term

MARK T CONLON	20 SHERWOOD DR	06/30/2016
DAVID R EARL	8 OLD COLONY DR	06/30/2015
JAY ENIS	13 PINE TREE TRAIL	06/30/2014
ROBERT C HERRMANN	101 CONCORD RD	06/30/2014
JAMES KAZENIAC	4 ROBBINS RD	06/30/2016
SCOTT D MACKAY	7 CROWN RD	06/29/2016
PAUL MACMILLAN	12 MAPLE ST	06/30/2016
CHRISTOPHER ROMEO	1 BETTY LN	06/30/2016

General Meeting Times for Boards & Committees

Board/Committee	Day of the Month	Time	Location
Affordable Housing Committee	2nd Wednesday	7:15 am	Town Hall
Affordable Housing Trust Fund	2nd Tuesday	7:30 am	Police Station Chief's Conference Room
Board of Health	2nd & 4th (if needed) Monday	7:00 pm	Town Hall
Board of Selectmen	2nd & 4th Tuesday	7:30 pm	Town Hall
Bylaw Review Committee	1st and 3rd Tuesday	7:30pm	Town Hall
Capital Planning Committee	Friday Mornings (no set schedule)	8:30 or 9:30am	Town Hall
Cemetery Commission	2nd Wednesday in Jan, Apr, July, Oct	8:00 am	Pine Grove Cemetery Office
Communication Advisory Committee	4th Tuesday	7:00 pm	Fletcher Library Mary Atwood Room
Conservation Commission	2nd & 4th Wednesday	7:30 pm	Town Hall
Council on Aging	2nd Wednesday	4:00 pm	Cameron Senior Center
Energy Committee	1st & 3rd Monday	7:00pm	Police Station Training Room
Historical Commission	3rd Wednesday	7:00 pm	Museum Cottage
Housing Authority	2nd Thursday	7:00 pm	Alternates between 7 Cross St. and 65 Tadmuck Rd.
Library Trustees	1st Monday	7:30 pm	Fletcher Library
Nashoba Valley Technical High School	2nd Tuesday	7:30 pm	Nashoba Valley Technical High School
Parks & Recreation	1st Monday	7:00 pm	Town Farm Building
Permanent Town Building Committee	Every other Wednesday	7:00 pm	Cameron Senior Center
Planning Board	1st & 3rd Monday	7:30 pm	Town Hall
Recycling Commission	2nd Thursday	7:00 pm	Roudenbush Community Center
School Committee	Every other Monday	7:30 pm	Millennium
Tax Possession Sale Committee	3rd Thursday	5:00pm	Town Hall
Water Commission	1st & 3rd Wednesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3rd Wednesday	7:00 pm	Town Hall

Every effort is made to keep the meeting postings up to date on the online Town Clerk's Meeting Posting page at www.westfordma.gov.

DEMOCRATIC PRESIDENTIAL PRIMARY – MARCH 6, 2012

Democratic Presidential Primary

March 6, 2012

Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Presidential Preference (Vote for One)							
Blanks	1	2	3	0	5	3	14
Barack OBAMA	48	51	51	52	53	37	292
No Preference	4	12	5	3	6	6	36
Write Ins	1	0	0				1
Mitt ROMNEY				1	2	1	4
Ron PAUL					1		1
TOTALS	54	65	59	56	67	47	348
State Committee Man (Vote for One Man)							
Blanks	13	10	13	11	11	9	67
Curtis J. LeMAY	41	54	46	45	56	38	280
Write Ins	0	1	0	0	0	0	1
TOTALS	54	65	59	56	67	47	348
State Committee Woman (Vote for One Woman)							
Blanks	11	10	9	11	9	9	59
Jennifer L. MIETH	43	55	50	45	58	38	289
Write Ins	0	0	0	0	0	0	0
TOTALS	54	65	59	56	67	47	348
Town Committee (Vote for not more than 35)							
Blanks	25	27	26	18	24	19	139
GROUP	29	38	33	38	43	28	209
TOTALS	54	65	59	56	67	47	348
Individual members							
Blanks	1,583	1,865	1,696	1,580	1,872	1,342	9,938
Christopher J. ALPHEN	32	46	39	39	51	27	234
Catherine B. RICKETSON	32	42	37	41	51	27	230
Kathleen A. HEALY	37	49	46	44	56	38	270
Augustus P. BICKFORD	32	42	37	39	50	29	229
Roberta J. CONNELL	35	45	40	40	51	30	241
Philip R. MCGEE	32	44	38	40	51	27	232
Beverly A. WOODS	32	42	39	42	52	28	235
James ARCIERO	43	52	51	48	56	35	285
Sheila M. TUCKE	32	41	42	41	48	27	231
Write-Ins	0	1	0	4	1	0	6
Marilyn FRANK		6		2	6		14
TOTALS	1,890	2,275	2,065	1,960	2,345	1,610	12,145
Total Democratic Ballots cast	54	65	59	56	67	47	348
Total Registered Democrats	586	604	612	559	611	503	3,475
TOTAL REGISTERED VOTERS	2,691	2,540	2,644	2,541	2,585	2,386	15,387
Total Voter Turnout	477	447	452	421	484	345	2,626
% Voter Turnout	18%	18%	17%	17%	19%	14%	17%

REPUBLICAN PRESIDENTIAL PRIMARY — MARCH 6, 2012

Republican Presidential Primary
March 6, 2012
Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Presidential Preference (Vote for One)							
Blanks	0	0	1	1	0	2	4
Ron PAUL	40	41	36	36	30	20	203
Mitt ROMNEY	331	284	299	291	332	230	1,767
Rick PERRY	0	0	1	0	1	0	2
Rick SANTORUM	36	32	37	25	30	34	194
Jon HUNTSMAN	2	0	2	2	3	2	11
Michele BACH-MANN	0	0	1	1	1	0	3
Newt GINGRICH	13	22	14	7	18	9	83
No Preference	0	0	2	1	1	0	4
Write Ins	0	1	0	0	0	1	2
TOTALS	422	380	393	364	416	298	2,273
State Committee Man (Vote for One Man)							
Blanks	161	146	141	115	154	112	829
Richard R. GREEN	260	233	252	246	261	185	1,437
Write Ins	1	1	0	3	1	1	7
TOTALS	422	380	393	364	416	298	2,273
State Committee Woman (Vote for One Woman)							
Blanks	75	64	62	61	97	60	419
Susan S. SLADE	69	69	53	71	73	54	389
Georjann A. McGAHA	277	246	278	230	246	183	1,460
Write Ins	1	1	0	2	0	1	5
TOTALS	422	380	393	364	416	298	2,273
Town Committee (Vote for not more than 35)							
Blanks	228	206	218	198	216	168	1,234
GROUP	194	174	175	166	200	130	1,039
TOTALS	422	380	393	364	416	298	2,273

Republican Presidential Primary — March 6, 2012

Republican Presidential Primary
March 6, 2012
Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Blanks	10,698	9,540	9,914	9,143	10,369	7,667	57,331
Kathleen M. GALVIN	228	232	211	220	234	150	1,275
Alisa A. NAKASHIAN-HOLSBERG	199	181	193	180	206	149	1,108
Dennis J. GALVIN	243	235	221	221	240	158	1,318
Wade T. FOX	202	191	192	181	209	137	1,112
Robert E. STAFFORD	209	185	202	185	213	138	1,132
Gunars V. ZAGARS	205	184	188	181	226	137	1,121
Georjann A. McGAHA	227	221	226	209	238	160	1,281
Valerie A. WORMELL	248	212	215	202	227	147	1,251
Thomas J.M. WEAVER	228	191	210	187	224	143	1,183
Jonatha P. WALKER-ROHS	206	199	204	185	218	145	1,157
Robert H. MASOW	213	183	192	184	212	138	1,122
William POIST	207	199	200	186	210	138	1,140
Tina POIST	203	194	193	182	211	140	1,123
Kirstiaan B. LOKERE	198	185	197	179	217	153	1,129
James BALTAYAN	200	181	201	179	211	146	1,118
M. Catherine PANETTA	215	188	190	184	215	136	1,128
Alan Stuart RUBIN	204	185	190	177	216	137	1,109
Michael S. ERACLEO	206	187	205	178	216	147	1,139
Paul R. ROHS	213	205	211	189	221	148	1,187
Write-ins	1	3	0	2	4	1	11
Victor WEISENBLOOM	7	4		3	4	4	22
William MANTVILLE	5	3		2	4	4	18
Kenneth MAURER	3	2		1	3	4	13
Angel CONNELL	2	7			11	2	22
Jerold GILMORE		3			1	1	5
TOTALS	14,770	13,300	13,755	12,740	14,560	10,430	79,555
Total Republican Ballots cast	422	380	393	364	416	298	2,273
Total Reg. Republicans	395	371	389	421	383	323	2,282
TOTAL REGISTERED VOTERS	2,691	2,540	2,644	2,541	2,585	2,386	15,387
Total Voter Turnout	477	447	452	421	484	345	2,626
% Voter Turnout	18%	18%	17%	17%	19%	14%	17%

GREEN RAINBOW PRESIDENTIAL PRIMARY -March 6, 2012

Green-Rainbow Presidential Primary

March 6, 2012

Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Presidential Preference (Vote for One)							
Blanks	0	0	0	0	0	0	0
Kent MESPLAY	0	0	0	0	0	0	0
Jill STEIN	1	2	0	1	0	0	4
Harley MIKKELSON	0	0	0	0	0	0	0
No Preference	0	0	0	0	0	0	0
Write Ins	0	0	0	0	1	0	1
TOTALS	1	2	0	1	1	0	5
State Committee Man (Vote for One Man)							
Blanks	0	2	0	1	1	0	4
Write Ins	1	0	0	0	0	0	1
TOTALS	1	2	0	1	1	0	5
State Committee Woman (Vote for One Woman)							
Blanks	1	2	0	1	1	0	5
Write Ins	0	0	0	0	0	0	0
TOTALS	1	2	0	1	1	0	5
Town Committee (Vote for No More than 10)							
Blanks	10	20	0	10	10	0	50
Write Ins	0	0	0	0	0	0	0
TOTALS	10	20	0	10	10	0	50
Total Green-Rainbow ballots cast	1	2	0	1	1	0	5
Total Reg. Green-Rainbow	0	2	1	3	1	3	10
TOTAL REGISTERED VOTERS	2,691	2,540	2,644	2,541	2,585	2,386	15,387
Total Voter Turnout	477	447	452	421	484	345	2,626
% Voter Turnout	18%	18%	17%	17%	19%	14%	17%

ANNUAL TOWN ELECTION -MAY 1, 2012

Annual Town Election
May 1, 2012
Official Results

	PREC 1	PREC 2	PREC 3	PREC 4	PREC 5	PREC 6	TOTAL
Board of Selectmen (3 Year Term) - Vote for 1							
Blanks	34	18	18	17	13	17	117
James M. SULLIVAN	120	79	84	62	53	44	442
Write Ins	2	0	0	1	0	2	5
TOTALS	156	97	102	80	66	63	564
Board of Health (3 Year Term)-Vote for 1							
Blanks	37	17	16	18	14	15	117
Joanne E. MARTEL	119	80	86	62	52	48	447
Write Ins	0	0	0	0	0	0	0
TOTALS	156	97	102	80	66	63	564
Housing Authority (5 Year Term) - Vote for 1							
Blanks	37	19	16	17	10	18	117
John Scott HAZELTON	119	77	86	63	54	43	442
Write Ins	0	1	0	0	2	2	5
TOTALS	156	97	102	80	66	63	564
Library Trustees (3 Year Term) - Vote for 2							
Blanks	76	43	39	28	21	36	243
Marianne C. FLECKNER	118	74	83	65	56	45	441
Susan M. FLINT	117	77	82	67	55	45	443
Write Ins	1	0	0	0	0	0	1
TOTALS	312	194	204	160	132	126	1128
Planning Board (5 Year Term) - Vote for 1							
Blanks	3	2	4	1	4	0	14
Prasad A. VASIRAJU	34	21	30	15	25	26	151
Matthew E. LEWIN	119	74	68	64	37	37	399
Write Ins	0	0	0	0	0	0	0
TOTALS	156	97	102	80	66	63	564
School Committee (3 Year Term) - Vote for 3							
Blanks	109	67	56	57	34	62	385
Angela HARKNESS	118	75	81	64	56	39	433
Margaret A. MURRAY	118	74	78	57	53	38	418
Terence J. RYAN	123	74	91	62	53	50	453
Write Ins	0	1	0	0	2	0	3
TOTALS	468	291	306	240	198	189	1692
Total Registered Voters	2648	2545	2715	2545	2582	2395	15430
Precinct Totals:	156	97	102	80	66	63	564
Total Voter Turnout	5.9%	3.8%	3.8%	3.1%	2.6%	2.6%	3.7%

Special Town Meeting Minutes - October 17, 2011

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 17, 2011, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. At least 200 voters were in attendance as the meeting began. The total number of voters in attendance at the meeting was 265.

Ellen Harde, Town Moderator, declared that a quorum was present and called the meeting to order at 7:36 pm.

It was voted unanimously to allow Town employees and consultants who are not residents to address this meeting.

It was voted unanimously to waive the reading of the motions, accepting the written motions filed with the Town Clerk as the official motions.

Article 1: Fiscal Year 2012 Budget Adjustments
It was voted that the Town raise and appropriate the sum of $106,658 (ONE HUNDRED SIX THOUSAND SIX HUNDRED FIFTY EIGHT DOLLARS) in order to supplement the following Fiscal Year 2012 Operating Budgets:

131 Finance Committee Reserve Fund	$50,000
292 Animal Control (Personal Services)	$16,040
543 Veterans Services (Personal Services)	$20,618
543 Veterans Services (Expenses)	$20,000

And further

That the town adjust the funding source for the Recreation Enterprise Fund voted under Article 8 of the Annual Town Meeting of March 26, 2011 from $1,204,631.00 from Recreation Enterprise Revenue to $1,079,631 from Recreation Enterprise Revenue, $40,000 from Recreation Enterprise Free Cash, and $85,000 from General Fund Free Cash.

And further

That the town adjust the funding source for the Ambulance Enterprise Fund voted under Article 8 of the Annual Town Meeting of March 26, 2011 from $894,435 from Ambulance Enterprise Revenue to $544,435 from Ambulance Enterprise Revenue, $150,000 from Ambulance Enterprise Free Cash, and $200,000 from General Fund Free Cash.

Article 2: Fiscal Year 2012 Budget Transfers
It was voted that the Town transfer the sum of $6,052 (SIX THOUSAND FIFTY TWO DOLLARS) from and to the following Fiscal Year 2012 accounts:

from:	Dept. 292	Animal Control, Expenses
to:	Dept. 292	Animal Control, Personal Services

It was voted unanimously to dismiss Articles 3 & 6.

Article 3: Unpaid Bills Prior Fiscal Years
Dismissed unanimously.

Article 4: Acquire Real Property Located at 57 Main Street for General Municipal Purposes (by petition)
The following motion was made and seconded but failed for lack of majority.

That the Town authorize the Board of Selectmen to acquire by gift, purchase or eminent domain for general municipal purposes, on such terms and conditions as the Selectmen deem appropriate, all or any portion of or any interest in the land with improvements thereon located at 57 Main Street, shown on Assessor's Map 59, as Parcel 45, described in a deed recorded with the Middlesex North District Registry of Deeds in Book 23871, Page 140, and to appropriate the sum of $415,000 for such acquisition and costs related thereto, that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is hereby authorized to borrow said sum pursuant to G.L. c. 44, sections 7 or 8, or any other enabling authority, and further to authorize the Board of Selectmen to enter into all agreements and execute on behalf of the Town any and all instruments as may be necessary or convenient to effectuate the purpose of this Article.

On behalf of the petitioners, the following resolution was offered and was adopted by a majority:

BE IT RESOLVED that Westford Town Boards and Departments make it a priority to complete and present a Long Term Strategic Town Facilities Plan at the March 2013 Annual Town Meeting. Such plan is to include a needs assessment, an inventory of all current town owned buildings and their state of repair. and recommendations for future use.

Article 5: Perchlorate Expenses
It was voted unanimously that the Town transfer the sum of $170,000 (ONE HUNDRED SEVENTY THOUSAND DOLLARS) from Perchlorate Stabilization Fund for the purpose of providing funds to address associated issues regarding perchlorate contamination or any other related costs.

Article 6: Capital Request
Dismissed unanimously with Article 3.

Article 7: Water Distribution System Improvements - River Street, Graniteville Road, West Street, and Bridge Street
It was voted by a two-thirds counted majority (175 in favor, 41 opposed) that the Town appropriate the sum of $1,500,000 (ONE MILLION FIVE HUNDRED THOUSAND DOLLARS)

to be expended at the direction of the Water Commissioners, for the purpose of making water system improvements on River Street, Graniteville Road, West Street, and Bridge Street, including all costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Chapter 44 Section 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

Article 8: Economic Development Incentive Program Project –Tax Increment Financing – Red Hat, Inc.
It was voted that the Town approve the Tax Increment Financing Agreement between the Town and Red Hat, Inc. (the "TIF Agreement"), pursuant to Massachusetts General Laws Chapter 40, Section 59, and to confirm the Board of Selectmen's designation of the property located in the Westford Technology Park West, as an Exceptional Opportunity Area pursuant to 402 CMR 2.19, designated as the "Westford Technology Park West Exceptional Opportunity Area"; and to authorize the Board of Selectmen to submit Exceptional Opportunity Area Applications, Tax Increment Financing Plans, and Certified Project Applications to the Massachusetts Economic Assistance Coordinating Council, all relating to the project as described in the TIF Agreement to be located in the Westford Technology Park West Exceptional Opportunity Area, and to take such other actions as may be necessary to obtain approval of the Certified Project Application, the Exceptional Opportunity Area, the Tax Increment Financing Plans and TIF Zone and to implement the TIF Agreement.

Article 9: Reduce Amount Raised by Taxes in Fiscal Year 2012
It was voted that the Town transfer the following available funds to reduce the net amount to be raised by taxes for Fiscal Year 2012:

$55,703.85	From Fund Balance Designated for Debt Exclusion Reduction
$1,935,538.79	From Free Cash

Article 10: Authorization to Accept Grant Funding for Acquisition, Development, and Construction of Recreation Facilities and Related Costs
At the request of the Parks and Recreation Commission, it was voted unanimously to dismiss this article.

It was then voted to take Article 12 out of order.

Article 12: Amend Zoning Bylaw concerning Wireless Communications Facilities (including Cell Towers) as to Use, Height and Location(s)
It was voted by a two-thirds declared majority that the Town amend the Westford Zoning Bylaw to delete in its entirety Section 6.2, Siting of Wireless Communication Facilities (WCF) and adopt a new Section 6.2 Siting of Radio Telecommunications Facilities (RTFs) to read as follows:

6.2 SITING OF RADIO TELECOMMUNICATIONS FACILITIES (RTFs)

6.2.1 Purposes. The purposes of this section are:

1. To enable Radio Telecommunications to benefit the people of Westford in a manner that is consistent with the purpose and intent of the Zoning Bylaw.

2. To ensure that Westford's regulation of RTFs is in compliance with applicable federal and state law and regulations, including but not limited to:

   a. For Personal Wireless Service Facilities (PWSFs), the Telecommunications Act of 1996 Section 704 provisions relating to the placement, construction, and modification of personal wireless service facilities.

   b. For Amateur Radio RTFs, the federal and state laws requiring minimum practicable regulation of Amateur Radio facilities.

   c. For Other Radio Services, federal and state laws enabling the public to employ certain types of antennas.

3. To minimize undesirable impacts of RTF development in Westford.

4. To ensure that the benefits of RTFs outweigh potential detrimental impacts on the Town's scenic and historic assets, safety, health, environment, general welfare, values and quality of life.

6.2.2. Scope of Authority. Pursuant to the purposes stated in Section 1.3 and 6.2.1, the Town will exercise its bylaw authority with the following scope:

1. To ensure that RTF's comply with local, state and federal regulations.

2. To ensure that the location, height and design of RTFs are reasonably regulated within a public review process.

6.2.3. Special Permit Granting Authority (SPGA). The SPGA for all Special Permits issued pursuant to this Section 6.2 shall be the Board of Appeals.

6.2.4 Personal Wireless Service Facilities (PWSFs).

1. **Applicability**. No PWSF shall be erected, installed or modified except upon issuance of a special permit in compliance with the provisions of this bylaw, whether the PWSF is considered a principal use or an accessory use. However, a PWSF is exempt from the special permit requirement ("Exempt PWSF") if it is an Indoor RTF, including but not limited to internet-connected "femtocells," indoor distributed antenna systems and bi-directional amplification systems.

2. **Preferences: PWSF Locations and Types**.

   a. **PWSF Locations**. PWSF may be permitted within any district by Special Permit, subject to the purposes and standards established in this bylaw. The following list of allowable PWSF Locations is presented in order of preference:

      i. **First Preference: PWSF Non-Residential**. A site located within any Commercial (CH) or Industrial District (IA, IB, IC, ID or IH).

      ii. **Second Preference: PWSF Residential**. A site located within any Residential (RA, RB) or Business District (B, BL).

   b. **PWSF Installation Types**. The following list of PWSF Installation Types is presented in order of preference:

      i. **First Preference: PWSF Site Sharing**. Of highest preference, a new PWSF may employ Site-Sharing with existing PWSFs, to the extent that such site-sharing is found by the SPGA to be consistent with the purposes and standards established in this bylaw.

      ii. **Second Preference**: The following PWSF Installation Types are of equal preference to one another, and collectively are subordinate to the First Preference: PWSF Site Sharing:

         (i) **PWSF Collocation**. A new PWSF may Collocate on any existing structure, to the extent that such Collocation is found by the SPGA to be consistent with the purposes and standards established in this bylaw.

(ii) **PWSF on Existing Electrical Utility Infrastructure**. A PWSF may Collocate on existing electrical utility infrastructure such as utility poles or streetlights using unobtrusive architectures such as Distributed Antenna Systems (DAS). With respect to the use of utility poles, Collocation on existing electrical utility poles (and replacements thereof) is preferred above the installation of new electrical utility poles in public/private ways. In neighborhoods with underground electrical utilities, pole-mounted PWSF on existing electrical utility infrastructure are discouraged in favor of less visually obtrusive alternatives, such as placing a small antenna installation on existing electrical utility poles on a nearby street.

(iii) **Other Implementations**. A PWSF may be located using innovative alternatives that are in keeping with the purpose and intent of this Bylaw and that may become available after the adoption of this bylaw.

iii. **Third Preference: PWSF with new Antenna Tower**. PWSFs which require the construction of a new Antenna Tower are least on the order of preference.

c. **Waiver of Preferences**. The SPGA may waive the preference orders designated for siting and types of PWSF pursuant to Section 6.2.4.5.c upon a finding that the siting at a location of lesser preference, or the installation of a PWSF type of lesser preference, would achieve a result more consistent with the purposes and standards established in this bylaw.

3. **General Requirements**.

a. **Use**. PWSFs shall only be employed for the purpose of delivering PWS to subscriber devices or supporting public safety communications, and shall not be used for storage, office, manufacturing, repair, or other activities unless separately permitted for such other activities.

b. **Demonstration of Need**.

i. **Need for Service**. The Applicant must demonstrate the service objectives in Westford that the proposed PWSF will address in whole or in part. Such demonstration shall include:

(i) substantial written evidence including technical documentation demonstrating that there is a substantial deficiency in the Applicant's provision of service to Westford which fails to satisfy the service objectives;

(ii) detailed information about all existing and pending PWSFs regardless of the Applicant proposing the PWSF or the jurisdiction in which they are located, and associated coverage maps;

(iii) information about terrain, vegetation and land use within the proposed coverage area;

(iv) estimates with supporting documentation of the number of mobile and stationary subscribers affected by the substantial deficiency;

(v) network performance factors; and

(vi) other information relevant to the Applicant's service objectives, or as may be required by the SPGA.

ii. **Need for Location**. The Applicant must provide substantial written evidence including clear documentation showing how the improved service to Westford that the Applicant seeks could not be substantially provided by utilizing one or more locations of higher preference as described in Section 6.2.4.2, or, alternatively, how the proposed PWSF achieves a better result as described in Section 6.2.4.2.c.

c. **Availability of Alternatives**. The SPGA, at its discretion, may require the Applicant to consider specific potential alternatives at any level of the hierarchy in Section 6.2.4.2, if the SPGA determines that such locations may better achieve the purposes established in this bylaw.

d. **Visual Guidelines**. The construction, erection, installation and/or placement of all PWSF shall be reviewed by the SPGA within the public hearing process based on the following visual guidelines:

i. **Concealment**. To the maximum extent practicable, PWSFs shall conceal equipment, cables, and antennas within architectural surfaces that are ordinary and consistent with the context of the PWSFs Westford environs, such as steeples, concealed-antenna monopoles, flagpoles, smokestacks, faux chimneys and cupolas.

ii. **Screening, Camouflage and Landscaping**. Wherever possible, PWSF shall be sited so as to minimize the visibility of such devices from adjacent property and shall be suitably screened from abutters and residential neighborhoods. Where elements of a PWSF will be visible to residential parcels and public or private ways, PWSFs shall employ screening and/ or camouflage methods that are consistent with the context of the surrounding area such as fencing, vegetation, and paint color or patterns to match underlying surfaces in order to mitigate any undesirable visual bulk and distraction. Installation of free-standing PWSF shall minimize the removal of trees and other existing vegetation.

iii. **Scale**. The visual characteristics of a PWSF shall be minimized with respect to being unreasonable in scale, such as a dominant or looming visual experience, disproportion to the site and its surroundings, or undesirable shadowing impacts.

iv. **Color**. Free-standing, wall mounted and roof-mounted devices may be required to be painted or otherwise colored or finished in a manner which aesthetically minimizes the visual bulk of the devices to the surrounding landscape or on the building or structure to which they are attached.

v. **Signs**. There shall be no advertising permitted on or in the vicinity of PWSF. There shall be a sign not exceeding four square feet in area at each PWSF which shall display a phone number where the person responsible for the maintenance of the PWSF may be reached on a 24 hour basis.

vi. **Lighting**. Outdoor lighting of PWSFs shall be limited to that which is necessary for security and temporary maintenance at the discretion of the SPGA. PWSFs that are required to be marked and lighted for air navigation safety are discouraged.

vii. **Maintenance**. The visual characteristics of a PWSF shall be maintained, repaired and replaced as necessary and as an ongoing condition of compliance to retain the characteristics approved by issuance of a special permit.

viii. **Prohibitions**. The following are specifically prohibited:

(i) Lattice style Antenna Towers and facilities requiring three or more legs and/or guy wires for support; and

(ii) Fences utilizing razor wire or barbed wire or similar wire types.

e. **Height and Setbacks**.

i. **PWSF Non-Residential**. PWSFs in PWSF Non-Residential locations may exceed the height limit of the underlying district, whether attached to existing structures or mounted on new Antenna Towers, subject to the following criteria:

(i) **Non-Residential Height.**

1. New Antenna Towers in PWSF Non-Residential locations are limited to a height of up to 100 feet.

2. Subject to the following findings, and such findings as required for issuance of a waiver pursuant to Section 6.2.4.5.c, the SPGA may approve a PWSF Antenna Tower at a height up to 150 feet upon a finding that:

a. Such greater height is more consistent with the purposes established by this bylaw than a lesser height;

b. The PWSF is at least 2 times its height from the nearest residential structure not on the PWSF parcel; and

c. The PWSF is substantially screened from view to residential buildings, public or private ways and public or private conservation land by existing terrain, vegetation, camouflage and/or development.

(ii) **Non-Residential Setbacks.**

1. PWSFs must satisfy the property line setbacks of the underlying district.

2. New Antenna Towers that are greater than the building height limit of the underlying zoning district shall be set back from all parcels in residential districts by a factor of 1.0 times the height above ground of the Antenna Tower, including appurtenances.

3. On existing structures, PWSFs that are greater than 15 feet above the height of the structure shall be set back from all parcels in residential districts by a factor of 1.0 times the height above ground of the PWSF, including appurtenances.

ii. **PWSF Residential:** PWSFs in PWSF Residential locations may exceed the height limit of the underlying district, whether attached to existing structures or mounted on new Antenna Towers, subject to the following criteria:

(i) **Residential Height.**

1. New Antenna Towers in PWSF Residential locations are limited to:

a. Sixty feet above ground in areas where there is no significant tree cover; or

b. Ten feet above the average existing tree cover within a 150 foot radius, as determined by the SPGA; or

c. Such lesser height that the SPGA finds is appropriate for the site of the PWSF based on the purposes and standards established in this bylaw.

2. Subject to the following findings, and such findings as required for issuance of a waiver pursuant to Section 6.2.4.5.c, the SPGA may approve a PWSF Antenna Tower at a height of between 60 feet and 150 feet upon a finding that:

a. the location of the Antenna Tower is visually remote from surrounding residential uses; and

b. such height increase is consistent with the purposes and standards established in this bylaw.

(ii) **Residential Setbacks.**

1. PWSFs must satisfy the property line setbacks of the underlying district.

2. New Antenna Towers that are greater than the building height limit of the underlying zoning district shall be set back from all parcels in residential districts by a factor of 1.25 times the height above ground of the Antenna Tower, including appurtenances.

3. On existing structures, PWSFs that are greater than 12 feet above the height of the structure shall be set back from all parcels in residential districts by a factor of 1.25 times the height above grade of the PWSF, including appurtenances.

iii. **Additional Required Setbacks.** In all districts, PWSFs shall be placed no closer than 3 times the height of the Antenna above grade to an existing Dwelling, school, Child Care Facility, Nursing or Convalescent Home, or an Assisted Living Facility.

f. **National, State and Local Environmental Policy**. PWSFs shall be compliant with the National Environmental Policy Act ("NEPA") and relevant state and local regulations pertaining to environmental compatibility. The Applicant shall provide an evaluation, prepared by a qualified independent expert, of the NEPA criteria demonstrating that an Environmental Assessment is not required, pursuant to 47 CFR §1.1307.

g. **Special Permits Criteria**. In addition to the standards in this Section 6.2, the SPGA shall review the Special Permit application for compliance with Section 9.3.2 Special Permits Criteria.

4. **Application Procedures.**

a. **Application Process**. For PWSFs other than Exempt PWSFs, the application process consists of two distinct phases: the Preliminary Application Phase and the Application Phase.

i. **Preliminary Application Phase**. Applicants are strongly encouraged to contact the SPGA's office to initiate a dialogue well before final site selection and detailed application development. The Preliminary Application Phase is intended to:

(i) Provide the Applicant with the opportunity to discuss and clarify Zoning Bylaws and SPGA Rules and Regulations (hereinafter "Regulations" adopted by the SPGA pursuant to Section 9.3.7) relevant to the Applicant's prospective PWSF proposal; and

(ii) To review general concepts related to the PWSF and alternative means of implementation to determine the SPGA's preferences.

ii. **Application Phase**. The Application Phase of the process begins with the receipt by the SPGA of a complete application including all elements required by this bylaw and the Regulations, including receipt of all required technical review fees and administrative fees.

(i) **Timing**.

1. **Completeness Review**.

a. The SPGA may adopt Regulations on the format and content of specific information the SPGA, in its discretion, may require from PWSF Applicants before and during the public hearing process. Such information may include, without limitation: publicly noticed visibility testing and photography; photo-simulations of the proposed PWSF; alternative designs or placements on the parcel; evidence submitted by a registered structural engineer based on site inspection, if applicable, demonstrating that the Tower or structure to which the PWSF will be mounted has the structural integrity to support such device, and a certification that a proposed use of an Antenna Tower is designed to withstand stresses in accordance with TIA 222 standards (latest revision); and analysis of economic or safety impacts; each as determined by the SPGA in the context of the specific application.

b. Within 30 days of receipt, the SPGA or its designee shall review the application for consistency and completeness with respect to the Application Requirements in this bylaw and the Regulations, including receipt of all required technical review fees and administrative fees, and shall notify the Applicant in writing of any deficiency in the completeness of the application.

2. **Final Action**. The SPGA shall take regulatory notice of the Federal Communications Commission (FCC) presumption that the final action of the SPGA on a new Antenna Tower should take no more than 150 days from the date of receipt of the completed application, and that final action on a Collocation or Site Sharing application should take no more than 90 days from the date of receipt of the completed application except upon written extension of these timelines by mutual agreement between the SPGA and the Applicant, said written extension to be placed on file with the Town Clerk. (FCC Declaratory Ruling, Nov. 18, 2009). The SPGA shall comply with any relevant successor regulation or bulletin, as same may be amended from time to time.

(ii) **Modification to Existing PWSF**. A modification of an existing Special Permit and/or a new Special Permit is required for any change in the facility that would be visible from or beyond a property boundary, including but not limited to an increase in height, bulk, surface area presented to one or more viewpoints, size or quantity of any exterior elements of an individually permitted PWSF, including without limitation, additions or changes to outdoor equipment or antennas.

(iii) **Site Plan Review**. Nothing in this section is intended to exempt PWSF from the requirement to receive Site Plan Approval pursuant to Section 9.4.

iii. **Consultant Review**. When considering an application for a PWSF, the SPGA may determine the need for the assistance of a consultant technical expert in matters involving the placement, construction and modification of PWSFs, under the Zoning Bylaw and the Telecommunications Act of 1996, at the Applicant's expense pursuant to G.L. c. 44 s. 53G. To make the most productive use of the limited time authorized by the FCC to hear the application, the SPGA may at its discretion engage a consultant immediately upon receipt of an application.

5. **Decision**.

a. **Required Findings**. To approve a Special Permit for a PWSF, the SPGA must make the following findings:

i. That the Applicant or co-Applicant has:

(i) demonstrated that it is a PWS provider in the Westford area, and has sufficient leasehold interest in the proposed site to construct the PWSF;

(ii) provided written assent to the Town that the Applicant will allow Site-Sharing, to the extent reasonably practicable and that is appropriate for the site and surroundings, in a reasonable and nondiscriminatory manner; and

(iii) demonstrated that the construction, operation and maintenance of the proposed PWSF are consistent with applicable environmental regulations including, but not limited to, NEPA criteria.

ii. That the proposed PWSF (with conditions, if applicable):

(i) is part of the orderly development of PWSFs in Westford, and will result in a substantial improvement in the provision of Personal Wireless Service in Westford;

(ii) is compatible with Westford's character and is designed and screened in a manner that is sensitive to the surrounding neighborhood as well as the community at large;

(iii) protects adjacent properties from unreasonable risks of PWSFs, to the extent permitted by law, including without limitation excessive noise levels, falling objects, fuel spills, and attractive nuisance;

(iv) if the proposed PWSF will Site-Share with an existing PWSF(s), that such Site Sharing is found by the SPGA to be consistent with the purposes established in this bylaw;

(v) conforms with the PWSF Location and PWSF Installation preferences of Section 6.2.4.2 to the extent necessary to conform with the purposes established in this bylaw;

(vi) ensures that all RF emissions shall comply with the FCC requirements codified in 47 CFR § 1.1307 *et seq* as further interpreted by FCC Office of Engineering and Technology Bulletin 65, *Evaluating Compliance with FCC Guidelines for Human Exposure to Radio Frequency Magnetic Fields*, or any successor regulation or bulletin, as same may be amended from time to time.

(vii) if proposed as a new Antenna Tower, the Applicant has documented that no combination of one or more alternative Collocations and/or Site Sharing can:

1. substantially satisfy the Applicant's coverage objectives; and

2. present a substantially less detrimental impact on Westford.

(viii) satisfies the Purposes established by the Zoning Bylaw and, without limitation, the specific requirements and guidelines established in this bylaw; and

(ix) if applicable, that:

1.0 Existing vegetation will be preserved or improved, and disturbance of the existing topography has been minimized; or

2. Proposed manipulation of vegetation and disturbance of topography results in a lesser visual impact.

b. **Form of Decision**. The SPGA shall act on a Special Permit request for the placement of a PWSF in accordance with G.L. c. 40A, s.9 and may approve, approve with conditions, or deny an application. The Decision of the SPGA shall be timely, in writing and based upon substantial evidence in the written record.

i. **Approval**. Any approved Special Permit shall authorize specific PWS provider(s) and specific wireless service(s) to be operated by the Applicant(s) at the Antenna height(s) or positions specified in the application or approval document.

ii. **Approval with Conditions**. The SPGA may impose conditions of approval as necessary to ensure that the purposes of this bylaw are achieved. For any condition that the SPGA establishes with reporting or monitoring requirements, including without limitation noise or radio frequency emissions, the SPGA shall seek the advice of an expert in the relevant field pursuant to Section 6.2.4.4.b.iii to identify the least burdensome protocol that is consistent with a legitimate public purpose identified by the SPGA.

iii. **Denial**. Any denial shall be in writing and supported by substantial evidence contained in the record as required by the Telecommunications Act of 1996.

iv. **Reconsideration pursuant to Telecommunications Act**. If the SPGA fails to find in favor of all elements of Section 6.2.4.5.a, the SPGA shall reconsider the proposed PWSF in the context of the Telecommunications Act of 1996. To approve the Special Permit under this section, the SPGA must make the following findings:

(i) That a significant gap exists in the coverage area of the proposed PWSF, which significant gap is not necessarily equivalent to the lack of the Applicant's stated coverage objectives;

(ii) That there are no viable alternatives involving one or more PWSFs to serve the significant gap;

(iii) That not granting a Special Permit for the proposed PWSF (including conditions, if any) would effectively prohibit the provision of PWS;

(iv) That not granting a Special Permit for the proposed PWSF (including conditions, if any) would unreasonably discriminate among providers of functionally equivalent services; and

(v) That, in addition to any findings in this Section 6.2.4.5.b.iv, the SPGA has made any other findings that are necessary to grant approval under local, state and federal law.

c. **Waivers**. The SPGA may at its discretion authorize waivers in the Special Permit Approval with respect to the orders of preference in Section 6.2.4.2, and any dimensional or other requirements of Section 6.2.4.3.e upon a finding that such waiver will achieve better results consistent with the purposes and standards established in this Section 6.2.4.

d. **Removal of abandoned Antenna Towers and PWSFs**. Any PWSF Antenna Tower, PWSF Communications Device, or PWSF that is not commercially operated for a continuous period of twelve (12) months shall be considered abandoned, and the owner of such Antenna Tower, PWSF Communications Device, or PWSF shall remove same within ninety (90) days of receipt of notice from the Town notifying the owner of such abandonment. If such tower or facility is not removed within said ninety (90) days, the Town may cause such tower or facility to be removed at the owner's expense. If there are two or more users of a single tower, the height may be reduced to that required by the remaining user(s). If the permit holder for the tower ceases operation, the remaining users may be required to apply for a new Special Permit.

6.2.5. **Amateur Radio Services**.

1. **Authority**. Pursuant to G.L. c. 40A s. 3, and 47 CFR §97.15, this Zoning Bylaw does not prohibit the construction or use of an Antenna Tower for the purpose of operating Amateur Radio Services by a federally licensed radio amateur. The use is allowed in all districts subject to the permitting processes established herein.

2. **Purposes**. This bylaw sets forth applicable criteria and review processes in order to:

a. comply with federal and state obligations to reasonably regulate the location and height of such antenna structures for the purposes of health, safety, or aesthetics; and

b. reasonably allow for sufficient height of such antenna structures so as to effectively accommodate amateur radio communications by federally licensed amateur radio operators applying the minimum practicable regulation necessary to accomplish the legitimate public purposes of the Town of Westford.

3. **Dimensional Standards.** The dimensional setback of an Amateur Radio Service Antenna Tower shall conform to the dimensions that apply generally to the zoning district in which the Antenna Tower is built.

4. **Review Process.**

a. **Amateur Radio Service allowable By Right.** A height of up to the district height limits specified in the Table of Dimensional and Density Regulations in Appendix C is allowed by right.

b. **Amateur Radio Service allowable by Site Plan Review.** A height of up to 70 feet above ground is permitted by right, subject to site plan review by the Planning Board. There shall be no application fees or fees related to public hearing notice and mailings for Site Plan Review of an Amateur Radio Service Antenna or Amateur Radio Service Antenna Tower.

c. **Amateur Radio Service allowable by Special Permit.** Heights greater than 70 feet (above grade) are permissible without variance, subject to a Special Permit from the Special Permit Granting Authority (SPGA), which shall be based only on the following findings:

i. The Amateur Radio Service licensee is the Applicant.

ii. The Applicant has made a reasonable demonstration that the requested height (greater than 70 feet above grade) is necessary for the intended use of the facility.

iii. The proposed Amateur Radio Service Antenna does not substantially derogate the health, safety, general welfare and quiet enjoyment of the Antenna site's neighbors and public and private ways.

iv. The RF emissions of the proposed Amateur Radio Service Antenna will be compliant with federal and state regulations (47 CFR 1.1307 *et seq.*, and 105 CMR 122).

5. **Fees**. There shall be no application fees or fees related to public hearing notice and mailings imposed for Special Permit applications for an Amateur Radio Service Antenna or Amateur Radio Service Antenna Tower.

6.2.6. **Other Radio Services**.

1. **Broadcast Radio and Television Reception Antennas**. Broadcast Radio and Television Reception Antennas shall be afforded the same rights and responsibilities as Subscriber Antennas subject to relevant criteria of Section 6.2.6.2, below.

2. **Certain Reception and/or Transmission Antennas at Subscriber Locations**. Subscriber Antennas are allowed in all districts subject to the following permitting processes:

a. **Subscriber Antennas Allowable By Right**. Pursuant to Massachusetts Building Code regulation of television Antennas, Subscriber Antennas may be installed by right provided that the total height above ground of a Subscriber Antenna, including mast or mounting apparatus, shall not exceed the following:

i. Located on existing building or structure: 12 feet above the point of attachment to the building or structure, regardless whether the overall height above ground exceeds the height limit for the district.

ii. New Antenna Tower: 12 feet above the district height limit.

b. **Subscriber Antennas allowable by Site Plan Review**. Subscriber Antenna installations that exceed the height restrictions of the previous subsection ("Subscriber Antennas Allowable By Right"), and/or are not compliant with other dimensional criteria the district in which the Subscriber Antenna will be installed, shall be subject to Site Plan Review as limited by the following:

i. Site Plan Review shall not impair installation, maintenance, or use of a Subscriber Antenna. Impairment occurs if implementation:

(i) Unreasonably delays or prevents installation, maintenance, or use;

(ii) Unreasonably increases the cost of installation, maintenance, or use; or

(iii) Precludes reception or transmission of an acceptable quality signal.

ii. Application fees and fees related to public hearing notice and mailings, if any, for Site Plan Review shall be waived for Subscriber Antenna Applicants.

iii. Pursuant to federal regulation 47 CFR 1.4000, Site Plan Review of a proposed Subscriber Antenna shall be limited to the following controls:

(i) The proposed Subscriber Antenna shall not derogate public safety from hazard such as falling objects, Antennas, and support structure; attractive nuisance; lightning or fire; or other matters of safety that are regulated under Site Plan Review.

(ii) The proposed Subscriber Antenna shall be placed and installed in a manner that its impact on any prehistoric or historic district, site, building, structure or object included in, or eligible for inclusion on, the National Register of Historic Places is compliant with the National Historic Preservation Act of 1996, as amended.

(iii) If the proposed subscriber antenna is not compliant with a dimensional requirement of the zoning district in which the Subscriber Antenna will be installed, the Applicant for Site Plan Review shall demonstrate that there is no location on the parcel that is both more compliant with the dimensional criteria and is capable of reliably providing the service of the Subscriber Antenna. If there is a more dimensionally compliant location for the Subscriber Antenna, the SPGA may require the Applicant to install the Subscriber Antenna at such location.

(iv) The SPGA may require the Applicant to perform reasonable mitigation of the visual impact of the proposed Subscriber Antenna and mounting apparatus.

3. **Public Safety Service Facilities**. Radio communications antennas and equipment installed exclusively for the use of municipal and/or state communications for police, fire, EMS, highway and other public safety purposes may be installed by right if the antennas and mounting apparatus extend no more than 20 feet above an existing structure. Site Plan Review is required for such antenna facilities if new structures are proposed or if antennas and mounting apparatus will exceed 20 feet above the existing structure to which they are mounted.

4. **Other Personal, Business, Institutional or Unlicensed Facilities**.

   a. **Applicability**. Antennas used for purposes other than those described in the previous subparagraphs of this Section 6.2.6 may be installed by right if they extend no more than 12 feet above the ground or the existing structure to which they are attached, provided that from any horizontal perspective the surface area of the antennas and related apparatus does not exceed 20 square feet. Antennas and related apparatus attached to an existing building or structure, or to a new Antenna Tower, may extend to the height limit of the zoning district in which they are located either by and/ or exceed 20 square feet from any horizontal perspective, but not more than 40 square feet, subject to Site Plan Review. Among the criteria of Site Plan Review, the visual characteristics that will be visible from public ways and abutting properties shall be considered.

   b. **Limitations**. This section 6.2.6.4 is not applicable to uses in conjunction with an educational, religious, or day care use that is partially excepted from local zoning regulation pursuant to G.L c. 40A s. 3. The requirements of Section 9.4 of this Zoning Bylaw remain applicable to the extent indicated in said Section 9.4.

6.2.7. **Severability**. The provisions of this section are severable. If any provision of this section is held invalid, the other provisions shall not be affected but shall remain in full force.

And to amend Section 4.2 Height Regulations as follows (added words are shown in **bold and underlined**, deleted words are shown in strikeout):

4.2 HEIGHT REGULATIONS

4.2.1 Exceptions. The provisions of this Zoning Bylaw governing the height of the building shall not apply to **appurtenances that are incorporated for and consistent with the primary use of the building; examples of such appurtenances include** chimneys, poles, **steeples,** spires, **cupolas,** tanks, bulkheads, skylights, ventilators, cooling towers, electronic equipment, elevator ~~shafts~~ **penthouses,** ~~and other and other projections or necessary~~ **and material processors. Such** appurtenances ~~carried above the roof, nor to domes, other towers, stacks, or spires which occupy not~~:

1. **shall not have horizontal cross-sections that occupy** more than twenty percent (20%) of the ground floor area of the buildings; ~~provided, however,~~;

2. ~~that the excepted appurtenances are not located within the flight paths of an airport as defined by Federal Aviation Administration guidelines~~ **shall not have an overall height above ground and/or mean sea level that would require air navigation safety lighting or be considered a hazard to air navigation pursuant to state and federal regulations;**

3. ~~that such roof top appurtenances~~ shall be screened from public view to the maximum extent feasible **and/or have architectural characteristics that are consistent with the building's architecture;**

4. **shall not be habitable.**

Notwithstanding this subsection 4.2.1, RTFs are subject to the Section 6.2 and Section 9.4 of this Zoning Bylaw and associated Regulations.

And to amend Section 10.2 General Definitions as follows: (added words are shown in **bold and underlined,** deleted words are shown in ~~strikeout~~):

10.2 GENERAL DEFINITIONS [Amended 5-5-07 ATM, Art. 22]

Amateur Radio Service: That category of Radio Telecommunication that is regulated under 47 CFR §97 as defined in §97.3(a)(4): "A radiocommunication service for the purpose of self-training, intercommunication and technical investigations carried out by amateurs, that is, duly authorized persons interested in radio technique solely with a personal aim and without pecuniary interest."

Antenna: A device that includes conductive surfaces that transmit and/ or receive Radio Telecommunications. Examples of Antenna types include dish, panel, vertical (e.g. "whip" and "collinear"), horizontal (e.g. "beam," "yagi" and "log-periodic").

Antenna Tower: A Tower that is constructed for the primary purpose of supporting one or more Antennas.

Co-location, collocation: "The mounting or installation of an antenna on an existing tower, building or structure for the purpose of transmitting and/or receiving radio frequency signals for communication purposes." (Source: Nationwide Programmatic Agreement for the Collocation of Wireless Antennas, FCC et al, 2001).

Concealed Antenna Monopole: A Monopole that fully contains Antennae and cables concealed within its tubular outer surface.

Earth Station: An RTF that communicates using man-made or natural satellites by transmitting and/or receiving Radio Telecommunication with the aid of such satellites, provided that any RTF that may otherwise qualify as both an Earth Station and either an Amateur Radio Service or a Subscriber Antenna, shall not be regulated as an Earth Station under this Bylaw.

Essential services: Services provided by a public service corporation, as defined in G.L. c. 40A, s. 3, or by governmental agencies through erection, construction, alteration, or maintenance of gas, electrical, steam, or water transmission or distribution systems and collection, communication, supply, or disposal systems whether underground or overhand, but not including ~~wireless communications facilities~~ **PWSFs**. Facilities necessary for the provision of essential services include poles, wires, drains, sewers, pipes, conduits, cables, fire alarm boxes, police call boxes, traffic signals, hydrants and other similar equipment in connection therewith. Specifically excluded from this definition are buildings and overhead transmission towers. A ~~Wireless Communications facility~~ **PWSF** shall not be construed as an essential service.

Fixed Wireless Signals: "Any commercial non-broadcast communications signals transmitted via wireless technology to and/or from a fixed customer location. Fixed wireless signals do not include, among other things, AM radio, FM radio, amateur ("Ham") radio, Citizen's Band (CB) radio, and Digital Audio Radio Service (DARS) signals." (47 CFR 1.4000 in effect as of February 10, 2011).

Indoor RTF: RTFs that are all of the following: indoors, essentially not visible to persons off the parcel, and require no modification of structure or exterior surfaces to be installed and operate

Monopole: A Tower that is a self-supporting vertical pole, with no guy wires, that supports Antennae and through the interior of which Antennae and control cables are routed to maintain an uncluttered continuous exterior surface. Antennae are mounted to Monopoles in several fashions, including those mounted on wide frames or platforms extending from the Monopole surface, surface-mounted to the pole exterior (sometimes called "flush mounts"), concealed within the pole's surface (see *Concealed Antenna Monopole*) or disguised by materials such as those emulating natural vegetation.

Other Radio Service: Those Radio Telecommunications that are not Personal Wireless Services or Amateur Radio Services.

Personal Wireless Service (PWS): That category of Radio Telecommunication that is subject to the National Wireless Telecommunications Siting Policy (Section 704 of the Telecommunications Act of 1996 and codified in 47 USC §332(c)(7).

Personal Wireless Service Facility (PWSF): An RTF that provides Personal Wireless Services to subscriber devices. A PWSF consists of all equipment, structures, materials, antennas and customer-side utility interfaces used by an individual provider of Personal Wireless Services at one site.

Exceptions:

1. Consumer-grade PWS devices that are authorized by the carrier and installed by the subscriber to reinforce local service;

2. PWS devices and networks that are installed inside a building to serve the occupants of the building.

Note, it is important to distinguish between a structure that may be part of a PWSF and the PWSF itself: A Tower is not a PWSF, although it may be a component of one or more PWSFs at a site.

PWSF Site-Sharing: The placement of a PWSF at a tower, building or structure that already has one or more PWSFs installed on such building, tower or structure. Site-Sharing is one form of collocation.

Radio Frequency (RF): That portion of the electromagnetic spectrum regulated by the Federal Communications Commission.

Radio Telecommunication: The transmission and/or reception of information, including but not limited to voice, video, data or radiolocation signals, by means of RF transmissions through the atmosphere.

Radio Telecommunication Facility (RTF): Any installation for the purpose of Radio Telecommunication.

Subscriber Antenna: Pursuant to 47 CFR 1.4000, an antenna that is both:

a. located on property within the exclusive use or control of the Antenna user where the user has a direct or indirect ownership or leasehold interest in the property; and

b. that is one meter (3.28± feet) or less in diameter that is used to receive (and transmit, as applicable):

1. direct broadcast satellite service, including direct-to-home satellite service,

2. fixed wireless signals, whether via satellite or not;

3. video programming services via multipoint distribution services, including:

i. multichannel multipoint distribution services,

ii. instructional television fixed services,

iii. local multipoint distribution services, or

iv. fixed wireless signals other than via satellite, and

v. an antenna that is used to receive television broadcast signals;

Tower: Any structure that is not habitable, has proportions of which the height is substantially greater than the largest dimension of its horizontal cross-section, is greater than 12 feet in height when attached to a building or other structure, and/or exceeds the height limit of the district within which it is constructed, whether or not attached to another structure. Examples of Tower types include "lattice" (open frame, truss-type construction) and "monopole" (tubular construction, defined herein).

And to amend Appendix A: Table of Principal Use Regulations as follows: (added words are shown in **bold and underlined**, deleted words are shown in ~~strikeout~~).

	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
E. Industrial Uses, cont'd										
~~12. Commercial communications and television tower~~	~~N~~	~~N~~	~~N~~	~~N~~	~~SPA~~	~~SPA~~	~~N~~	~~N~~	~~N~~	~~N~~
~~13. Wireless communications facility~~	~~N~~	~~N~~	~~N~~	~~N~~	~~SPA~~	~~SPA~~	~~N~~	~~N~~	~~N~~	~~N~~
F. Other Uses										
4. RTF, including Antennas, equipment and Structures (see Section 6.2 for exemptions)	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**

And to amend Appendix B: Table of Accessory Use Regulations as follows: (added words are shown in **bold and underlined**, deleted words are shown in ~~strikeout~~).

	RA	RB	B	BL	CH	IH	IA	IB	IC	ID
C. General Accessory Uses										
5. RTF, including Antennas, equipment and Structures (see Section 6.2 for exemptions)	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**	**SPA**

And further that non-substantive changes to the numbering of this bylaw be permitted in order that it be in compliance with the numbering format of the Westford Zoning Bylaw.

A motion was made and seconded to add to the end of **2.e.iii. Additional Required Setbacks:** "Under no circumstances shall a PWSF be located less than 300 ft from a residential property line."

The motion to amend failed for lack of majority.

The following motion was made by Dr. Chaitanya Hiremath to adopt a world flag. That motion was seconded but failed for lack of majority.

Resolution to Adopt the World Flag

WHEREAS:
There is no World Flag and we need a World Flag to represent everyone in the world and to remember that we are all part of one big family on earth and,

WHEREAS:
I, Dr Chaitanya Hiremath, a proud resident of Westford, have designed the World Flag and,

WHEREAS:
The goal is to make this World Flag the universal flag of the world, for the world and the universe and,

WHEREAS:
The World Flag was born in Westford, first released on April 14, 2011 during the World Fest Event at the Crisafulli School,

THERFORE BE IT RESOLVED:
That the voters of Westford adopt this World Flag and show their support by flying the World Flag with the American Flag at the Westford Common and the Town Schools.

Article 11: Amend the Definition of "Pond" in the Section 171-9 Definitions of the Non-Zoning Wetlands Bylaw
It was voted that the Town amend Section 171-9 Definitions of the non-Zoning wetlands Bylaw by deleting the Definition of "Pond" as it currently reads and substituting the following Definition:

> POND - Any open body of fresh water with a surface area observed or recorded within the last ten years of at least 10,000 square feet. Ponds may be either naturally occurring or man-made by impoundment, excavation, or otherwise. Ponds shall contain standing water except for periods of extended drought. Periods of extended drought for purposes of this definition shall be those periods, in those specifically identified geographic locations.

Continued

determined to be at the "Advisory" or more severe drought level by the Massachusetts Drought Management Task Force, as established by the Executive Office of Environmental Affairs and the Massachusetts Emergency Management Agency in 2001, in accordance with the Massachusetts Drought Management Plan (MDMP).

Notwithstanding the above, the following man-made bodies of open water shall not be considered ponds:

(a) basins or lagoons which are part of wastewater treatment plants;
(b) swimming pools or other impervious man-made basins; and
(c) individual gravel pits or quarries excavated from upland areas unless inactive for five or more consecutive years.

And also amend the Definition of "Freshwater Wetland" by adding the following language:

Notwithstanding the above, the following man-made areas shall not be considered freshwater wetlands:

(a) basins or lagoons which are part of wastewater treatment plants;
(b) swimming pools or other impervious man-made basins; and
(c) individual gravel pits or quarries excavated from upland areas unless inactive for five or more consecutive years;
(d) retention and detention ponds created as part of a stormwater management system.

A motion was made and seconded to strike (c) from the definitions. The motion failed for lack of majority.

Article 12 was acted on following Article 10

Article 13: Land Transfer – Vine Brook Tax Possession Parcels to Conservation Commission

It was voted unanimously that the Town transfer the care, custody, control and management of three parcels of land located along Vine Brook identified as Parcel 6 on Westford Assessors' Map 6, Parcel 61 on Westford Assessors' Map 11, and Parcel 9 on Westford Assessors' Map 12, from the Tax Possession Sale Committee presently held for the purpose of tax title sale to the Conservation Commission to be held for conservation purposes.

Having no further business to conduct, it was voted to dissolve the Special Town Meeting at 10:40pm.

A true copy attest,

Kaari Mai Tari
Town Clerk

Annual Town Meeting Minutes – March 24, 2012

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Saturday, March 24, 2012, called to commence at 10:00 am, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the 283rd meeting to order at 10:10 am. A total of 496 voters were in attendance over the two days of town meeting.

The Moderator introduced Mike Wells, the Town's new Technology Director.

It was voted to waive the reading of the motions and accept as the official motions the document last updated on March 23, 2012, posted to the web and filed with the Town Clerk.

It was voted unanimously to allow employees and consultants to sit with their respective boards on the floor of Town Meeting.

ARTICLE 1: Acceptance of Town Reports
It was voted unanimously that the Town accept the reports of town officers, boards and committees for the fiscal year 2011.

A motion was made but failed to take Article 10 out of order after Article 4.

RESOLUTION
It was resolved unanimously that the Planning Board take their "self stated" next step for the Comprehensive Master Plan and, establish and kick-off the associated Master Plan Implementation Committee. Furthermore, to report to the Town on the Committee's Charter, its organization, status and activities at our 2012 Fall Town Meeting.

ARTICLE 2: Fiscal Year 2012 Supplemental Appropriations
It was voted unanimously that the Town appropriate from Free Cash the sum of $72,000 (SEVENTY TWO THOUSAND DOLLARS) in order to supplement the following Fiscal Year 2012

Operating Budgets:

151 Legal Services (Expenses)	$60,000
543 Veterans Services (Expenses)	$12,000

ARTICLE 3: Fiscal Year 2012 Budget Transfers
It was voted unanimously to dismiss Article 3.

ARTICLE 4: Unpaid Bills from Previous Fiscal Year(s)
It was voted unanimously to dismiss Article 4.

Continued

RESOLUTION

It was resolved that Town Meeting advise the Selectmen that they not eliminate recycling pickup nor institute a trash fee.

ARTICLE 5: Authorization to Accept Settlements

It was voted that the Town authorize the Board of Selectmen to settle the Town's claims against the blasting sub-contractor and perchlorate suppliers in connection with the Town's Highway Garage Project, upon such terms and conditions as the Board deems in the best interests of the Town.

ARTICLE 6: Perchlorate Stabilization Fund and Perchlorate Expenses

It was voted unanimously that the Town transfer the sum of $250,000 (TWO HUNDRED FIFTY THOUSAND DOLLARS) an amount paid to the Town in settlement of claims against the blasting contractor in connection with the Town's highway garage project, from the general fund to the Perchlorate Stabilization Fund.

And further

That the Town appropriate the amount of $200,000 (TWO HUNDRED THOUSAND DOLLARS) from the Perchlorate Stabilization Fund for the purpose of providing funds to address associated issues regarding perchlorate contamination.

ARTICLE 7: Capital Appropriations for Fiscal Year 2012

It was voted unanimously that the Town appropriate from Water Enterprise Free Cash the sum of $145,364 (ONE HUNDRED FORTY FIVE THOUSAND THREE HUNDRED SIXTY FOUR DOLLARS) to provide for the following capital requests:

DEPARTMENT	*AMOUNT*	*PURPOSE*
Water Department	$85,364	Purchase of dump truck and any other related costs
Water Department	$30,000	Replace supervisory control and data acquisition (SCADA) system software and any other related costs
Water Department	$30,000	On-line turbidity monitoring equipment and any other related costs

ARTICLE 8: Testing, Repairing, and Replacement of Large Capacity Water Meters

It was voted unanimously the Town transfer $180,990.56 (ONE HUNDRED EIGHTY THOUSAND NINE HUNDRED NINETY DOLLARS AND FIFTY SIX CENTS) from the following accounts:

Upgrade Water Main Byrne Ave – Article 12, 2008 ATM	173,591.05
Stepinski Land – Article 29, 2008 ATM	584.62
Country Road Well – Article 6, 2009 STM	6,814.89

to provide for the testing, repairing, and replacement of large capacity water meters and any other related cost.

Continued

ARTICLE 9: Community Preservation Committee Recommendations

It was voted that the Town, pursuant to Massachusetts General Laws, Chapter 44B, or any other enabling authority, in accordance with the recommendations of the Westford Community Preservation Committee, appropriate from Community Preservation Funds the sum of $1,170.006 (ONE MILLION ONE HUNDRED SEVENTY THOUSAND SIX DOLLARS) as follows:

$183,743	From Undesignated Fund Balance To the Community Housing Reserve This allocation more than covers the required 10% for Community Housing	Community Housing Reserve
$95,143	From Undesignated Fund Balance To the Historic Resources Reserve This allocation more than covers the required 10% for Historical Resources	Historic Resources Reserve
$190,000	From Undesignated Fund Balance To the Conservation Trust Fund for future land purchases and any other related costs.	Conservation Commission
$8,635	From Undesignated Fund Balance To the Nabnasset Lake Preservation Association in order to control and treat the invasive and nuisance aquatic vegetation in Nabnasset Lake and any other related costs.	Nabnasset Lake Preservation Association
$261,885	From Community Housing Fund Balance To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs.	Affordable Housing Trust
$300,000	From Undesignated Fund Balance For the Residences at Stony Brook Phase II to supplement the creation of 36 additional affordable units and any other related costs.	Common Ground Development Corporation
$18,000	From Historic Resources Fund Balance For the feasibility and design of fire protection improvements for town owned buildings leased by the Roudenbush Community Center, Inc. located at 73 Main Street and 170 Plain Road and any other related costs.	Historical Commission
$73,000	From Historic Resources Fund Balance For the design and installation of fire protection improvements for the Roudenbush Community Center, Inc. located at 65 Main Street and any other related costs.	Historical Commission
$39,600	From Undesignated Fund Balance For the purpose of hiring a consultant to provide Historical Preservation Planning Support and any other related costs in accordance with Community Preservation Association regulations.	Historical Commission

CONTINUED

Gordon B. Seavey Award

School Superintendent Bill Olsen and School Committee Chair Angela Harkness presented the Gordon B. Seavey Award to Mary Anne Seraphin for her outstanding service on behalf of staff and students of the schools. Her contributions include involvement in elementary and middle school PTOs, supporting arts and education, co-chairing book fairs, and Abbot School's 50th birthday celebration, helping rebuild Abbot playground and coordinating the star reader program at the Abbot school. As coordinator of the Westford Parent Connection, she has provided outstanding topics for discussion that helped parents in terms of child development and preparation for college.

At 12:15pm, Town Meeting adjourned for lunch and returned at 1:15pm.

Remembering Bette Hook

The Moderator reflected on the life of Bette Hook who died earlier in the year. She was an extraordinary woman who graced Westford for 65 years of her life. She taught history at Westford Academy, she was a veteran, having served in the Navy during WWII and was a member of the DAR of which she was president for a very long time.

ARTICLE 10: Fiscal Year 2013 Operating Budget

It was voted that the Town appropriate the sum of $94,516,030 (NINETY FOUR MILLION FIVE HUNDRED SIXTEEN THOUSAND THIRTY DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2012 through June 30, 2013, such sums to be expended for such purposes under the direction of the respective town officers, boards and committees and further that all items be raised and appropriated except for the following:

Fund 240 Community Preservation Fund: $891,266 shall be appropriated from Community Preservation Fund Fiscal 2013 Revenue;

Fund 270 Receipts Reserved for Appropriation: $18,720 shall be appropriated from Conservation Wetlands Fees and $20,288.86 shall be appropriated from Insurance Recovery;

Fund 280 Town Revolving Funds: $6,100 shall be appropriated from Recycling Revolving 53 E ½, $42,000 shall be appropriated from Recreation Field Maintenance Revolving 53 E ½, and $10,000 shall be appropriated from Town Insurance Recovery;

Fund 600 Water Enterprise Fund: $3,528,098 shall be appropriated from Water Enterprise Revenue and $255,296 shall be appropriated from Water Enterprise Free Cash;

Fund 630 Recreation Enterprise Fund: $985,000 shall be appropriated from Recreation Enterprise Revenue;

Fund 640 Ambulance Enterprise Fund: $594,383 shall be appropriated from Ambulance Enterprise Revenue.

GENERAL GOVERNMENT

122 SELECTMEN	
Personal Services	0
Expenses	19,464
TOTAL	19,464
123 TOWN MANAGER	
Personal Services	303,282
Expenses	43,380
TOTAL	346,662
131 FINANCE	
Personal Services	0
Expenses	10,065
Reserve Fund	191,000
(Transfers out)	0
TOTAL	201,065
132 FINANCE DIRECTOR	
Personal Services	0
Expenses	0
Audit	0
TOTAL	0
135 TOWN	
Personal Services	219,122
Expenses	35,760
TOTAL	254,882
137 BUDGET DIRECTOR	
Personal Services	76,798
Expenses	1,300
TOTAL	78,098
141 BOARD OF	
Personal Services	211,966
Expenses	38,850
TOTAL	250,816
145 TREASURER/ COLLECTOR	
Personal Services	249,187
Expenses	53,115
TOTAL	302,302
151 LEGAL SERVICES	
Personal Services	0
Expenses	263,500
TOTAL	263,500
152 HUMAN RESOURCES	
Personal Services	172,541
Expenses	22,520
Compensation Reserve	100,000
Transfers out	0
TOTAL	295,061
155 TECHNOLOGY	
Personal Services	359,457
Expenses	600,150
TOTAL	959,607
161 TOWN CLERK	
Personal Services	210,772
Expenses	24,702
TOTAL	235,474
170 PERMITTING DEPARTMENT	
Personal Services	151,078
Expenses	35,765
TOTAL	186,843
171 CONSERVATION COMMISSION	
Personal Services	78,136
Expenses	9,470
TOTAL	87,606
175 PLANNING BOARD	
Personal Services	78,194
Expenses	17,896
TOTAL	96,090
176 ZONING BOARD OF APPEALS	
Personal Services	0
Expenses	5,750
TOTAL	5,750
179 GIS	
Personal Services	0
Expenses	0
TOTAL	0
192 TOWN HALL MAINTENANCE	
Personal Services	45,867
Expenses	104,150
TOTAL	150,017

TOTAL GENERAL GOVERNMENT 3,733,237

Continued

PUBLIC SAFETY

210	POLICE DEPARTMENT	
	Personal Services	4,078,446
	Expenses	446,497
	TOTAL	4,524,943
220	FIRE DEPARTMENT	
	Personal Services	2,695,703
	Offset From Grant	0
	Expenses	230,798
	TOTAL	2,926,501
241	BUILDING DEPARTMENT	
	Personal Services	245,684
	Expenses	14,450
	TOTAL	260,134
244	SEALER	
	Personal Services	0
	Expenses	3,075
	TOTAL	3,075
291	EMERGENCY MANAGEMENT	
	Personal Services	8,000
	Expenses	5,595
	TOTAL	13,595
292	ANIMAL CONTROL	
	Personal Services	65,043
	Expenses	7,125
	Offset	0
	TOTAL	72,168
294	TREE WARDEN	
	Personal Services	2,000
	Expenses	32,650
	TOTAL	34,650
	TOTAL PUBLIC SAFETY	7,835,066

EDUCATION

300	WESTFORD PUBLIC SCHOOLS	47,611,283
310	NASHOBA TECH	624,656
	TOTAL EDUCATION	48,235,939

PUBLIC WORKS

410	ENGINEERING DEPARTMENT	
	Personal Services	220,851
	Expenses	13,900
	TOTAL	234,751
421	HIGHWAY DEPARTMENT	
	Personal Services	1,312,727
	Expenses	1,092,944
	TOTAL	2,405,671
427	STORMWATER MANAGEMENT	
	Personal Services	0
	Expenses	48,000
	TOTAL	48,000
432	RECYCLING	
	Personal Services	0
	Expenses	256,270
	TOTAL	256,270
433	SOLID WASTE	
	Personal Services	0
	Expenses	1,197,836
	TOTAL	1,197,836
440	SEWERAGE COLLECTION	
	Personal Services	0
	Expenses	8,940
	TOTAL	8,940
491	CEMETERY DEPARTMENT	
	Personal Services	70,285
	Expenses	19,758
	TOTAL	90,043
	TOTAL PUBLIC WORKS	4,241,511

510 BOARD OF HEALTH	
Personal Services	361,602
Expenses	31,970
TOTAL	393,572
540 SENIOR CENTER	
Personal Services	121,358
Expenses	56,321
TOTAL	177,679
541 COUNCIL ON AGING	
Personal Services	210,521
Expenses	33,200
TOTAL	243,721
543 VETERANS SERVICES	
Personal Services	36,801
Expenses	39,350
TOTAL	76,151
TOTAL HEALTH & HUMAN SERVICES	891,123
CULTURE & RECREATION	
610 LIBRARY	
Personal Services	1,083,226
Expenses	341,312
TOTAL	1,424,538
630 RECREATION	
Personal Services	220,191
Expenses	11,866
Offsets / Shared Costs	-232,057
TOTAL	0
650 PARKS	
Personal Services	260,567
Expenses	39,933
Offset	0
TOTAL	300,500
660 LAND MANAGEMENT	
Personal Services	0
Expenses	44,500
TOTAL	44,500
670 HISTORICAL COMMISSION	
Personal Services	0
Expenses	14,830
TOTAL	14,830
TOTAL CULTURE & RECREATION	1,784,368
DEBT SERVICE	
710 DEBT SERVICE	
Principal & Interest	7,460,456
TOTAL	7,460,456
TOTAL DEBT SERVICE	7,460,456
UNCLASSIFIED	
940 OTHERWISE UNCLASSIFIED	
Expenses	-663,123
TOTAL	-663,123
945 EMPLOYEE BENEFITS & MISC	
Expenses	14,240,130
TOTAL	14,240,130
TOTAL UNCLASSIFIED	13,577,007
TOTAL GENERAL FUND	87,758,707

Continued

240	COMMUNITY PRESERVATION	
	Personal Services	9,000
	Expenses	6,000
	Principal & Interest	876,266
	TOTAL	891,266
600	WATER ENTERPRISE	
	Personal Services	1,020,086
	Expenses	1,567,579
	Reserve Fund	250,000
	Capital	945,729
	TOTAL	3,783,394
630	RECREATION ENTERPRISE	
	Personal Services	898,118
	Expenses	243,948
	TOTAL	1,142,066
640	AMBULANCE ENTERPRISE	
	Personal Services	642,467
	Expenses	298,130
	TOTAL	940,597
	TOTAL OPERATING BUDGET	**94,516,030**

Resolution
It was resolved for Town Meeting to have a business plan that accelerates the ambulance service to break even by fall Special Town Meeting

Proposed Resolution (failed for lack of majority): to consider a reduction of the total sum of the budget appropriated by .5% to be allocated accordingly as we go through the budget line item by line item.

Proposed Resolution (failed for lack of majority): that the School Committee and Superintendent develop a contingency plan should there be a shortfall (based on $3.5 mil forecasted by Town Manager) for FY14 to be presented at the 2012 Special Town Meeting.

Proposed Resolution (withdrawn at the recommendation of Town Counsel as it would be unfair to the ongoing bargaining process with unions):

That it is unfair to the town and the tax payers for the teachers and their union to refuse to make a monetary sacrifice by settling their contract negotiations in a timely and good faith fashion. We are all struggling to keep their high quality of our schools and know teachers are important to that end, but in all likelihood, if teachers insist on step increases as requested, it will have to come to a decrease in staff to meet budgets.

A motion to reconsider line item #940 failed for lack of majority.

Continued

ARTICLE 11: Property Tax Exemption Increase by 100% for the Blind, Elderly and for Disabled Veterans

It was voted under the Consent Agenda that the Town accept the provisions of Massachusetts General Laws Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988, by providing for additional property tax exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or who are disabled veterans, and to continue the present percentage increase of 100%.

ARTICLE 12: Revolving Funds

It was voted unanimously that the Town re-authorize revolving funds for the Fiscal Year July 1, 2012 - June 30, 2013, under the provisions of Massachusetts General Laws Chapter 44, Section 53E ½ for the following:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Lease of Town Buildings: 65 & 73 Main St 170 Plain Rd	Board of Selectmen	Lease payment and other revenues from leased properties	Costs associated with maintenance, repairs and improvements to the leased properties	$550,000	Available for expenditure next year
Recycling Revolving	Recycling Commission	Sale of bins	Purchase of recycling supplies	$20,000	Available for expenditure next year
Recreation Field Maintenance	Recreation Commission	Field user fees/ permits	Field maintenance, hiring of necessary personnel and consulting services	$150,000	Available for expenditure next year
Senior Center Fitness Room	Council on Aging	Fees and gifts received for the Fitness Room	Fitness room maintenance supplies, equipment warranties, training, monitoring and purchase of replacement fitness equipment	$75,000	Available for expenditure next year
School Parking	School Department	Parking fees	Maintenance and expansion of parking facilities	$30,000	Available for expenditure next year
School Bus/ Transportation	School Department	User bus fees	Student transportation costs	$564,747	Available for expenditure next year
East Boston Camps Maintenance	Conservation Commission	Revenue received for the lease, rental or licensing of camp facilities and donations received for the support of the East Boston Camps property	Costs associated for the operation and maintenance of the East Boston Camps property	$50,000	Available for expenditure next year

Continued

ARTICLE 13: Highway Department Chapter 90 Funds

It was voted under the Consent Agenda that the Town appropriate any amount received by the Town under the provisions of Massachusetts General Laws Chapter 90 for the purposes of repair, construction, maintenance and preservation of the town roads and bridges and other related costs which qualify under the State Aid to Highways Guidelines adopted by the Massachusetts Highway Authority.

ARTICLE 14: Bruce Freeman Rail Trail Parking

It was voted unanimously to dismiss Article 14 as it is the same as the petition under Article 15.

ARTICLE 15: Bruce Freeman Rail Trail Parking – Citizen's Petition

It was voted (counted vote: 150 in favor, 134 opposed) that the Town accept a donation of up to $5.000 from the Friends of the Bruce Freeman Rail Trail, Inc. for the surveying and other technical work to develop of up to two (2) small, unpaved, unlit parking areas adjacent to the Bruce Freeman Rail Trail in Westford and that the Town makes use of State-funded design money allocated in the Bruce Freeman Rail Trail Phase 2A design contract for the purpose of designing the aforementioned parking areas adjacent to Bruce Freeman Rail Trail in Westford.

The original motion was amended by a counted vote of 162 in favor to 88 opposing. The new motion was further amended by replacing "up to two (2)" with "the aforementioned."

The following motion was made and seconded but failed for lack of majority:

To delete the following the words "Bruce Freeman Rail Trail, Inc." and replace with "to study the feasibility and need for parking in Westford adjacent to the Bruce Freeman Rail Trail."

It was voted to take Article 18 out of order

ARTICLE 18: Cease All Planning or Development of Public Parking Areas in Residential Zoned Parts of The Town Within 1.0 Mile of the Bruce Freeman Rail Trail – Citizen's Petition

The following motion was made and seconded but failed for lack of majority by counted vote
(136 in favor, 146 opposed):

That the Town cease all planning or development of public parking areas in residential zoned parts of the town within 1.0 mile of the Bruce Freeman Rail Trail until a documented need is established and safety issues are adequately addressed. A documented need will include, but not be limited to: numerical data on the number of Westford residents versus out-of-town residents projected to use the parking area; a detailed cost versus benefit analysis that shows monetary and other benefit to the citizens of Westford; and inclusion of the considered public parking areas in the final and fully accepted Phase II BFRT Development Plan. Safety issues that need to be addressed and satisfied include, but are not limited to: pedestrian, bicycle and vehicular traffic; crime (both opportunistic and contemplated), and collection and disposal of trash within the parking area.

ARTICLE 16: Transfer Custody of Parcel 86 Map 7 (Acton Road Parcel) From Tax Possession Sale Committee to the Parks and Recreation Commission
The following motion was made and duly seconded but then failed for lack of majority (119 in favor, 122 opposed); a 2/3 majority was required:

That the Town transfer the care, custody, control and management of a parcel of land located along Acton Road identified as Parcel 86 on Westford Assessors' Map 7, from the Tax Possession Sale Committee, presently held for the purpose of tax title sale, to the Parks and Recreation Commission for purposes set forth under Massachusetts General Law Chapter 45 [and not for parking purposes or access to parking.]

Text in brackets added by amendment (147 in favor, 117 opposed).

ARTICLE 17: Transfer Custody of Parcel 86 Map 7 (Acton Road Parcel) From Tax Possession Sale Committee to the Parks and Recreation Commission – Citizen's Petition
It was voted unanimously to dismiss Article 17 as it reflects the same language as Article 16.

Article 18 was taken out of order after Article 15

At 5:10pm, it was voted to adjourn the meeting to Monday, March 26, 2012 at 7:00pm

* * *

Adjourned Annual Town Meeting

Monday, March 26, 2012

Ellen Harde, Town Moderator called the meeting to order at 7:00 pm.

Articles 11 and 13 were passed by majority under the Consent Agenda. The text of the votes appear in numeric order following Articles 10 and 12.

ARTICLE 19: Capital Appropriations for Fiscal Year 2013
First Motion:
It was voted that the Town raise and appropriate the sum of $826,972 (EIGHT HUNDRED TWENTY SIX THOUSAND NINE HUNDRED SEVENTY TWO DOLLARS) to provide for the following capital requests:

Continued

DEPARTMENT	*AMOUNT*	*PURPOSE*
Town Manager	$35,000	Town computer network server enclosure improvements in the IT facility and any other related costs
Town Manager	$38,000	Police station HVAC efficiency upgrade and any other related costs
Technology	$200,000	Infrastructure and computer plan project and any other related costs
Technology	$85,472	Phone system upgrade and any other related costs
Police	$110,000	Three police cruisers and any other related costs
Police	$20,000	Four truck scales and any other related costs
Fire	$69,000	Rehab Engine #3 and any other related costs
School	$71,500	Point of sale system for food service and any other related costs
School	$50,000	Architectural design study for Day School and Robinson School windows and any other related costs
School	$38,000	One-ton truck and any other related costs
Highway	$90,000	Two one-ton trucks and any other related costs
Library	$20,000	Town match for $40K state planning and design grant and other related costs

Second Motion:
It was voted by a two-thirds declared majority that the Town appropriate the sum of $225,000 (TWO HUNDRED TWENTY FIVE THOUSAND DOLLARS) for the purchase of an ambulance for the Ambulance Enterprise including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

And further

That the Town appropriate the sum of $90,000 (NINETY THOUSAND DOLLARS) for the purchase of a boiler for the Abbot School including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

Continued

Third Motion:
It was voted by a two-thirds declared majority that the Town raise and appropriate the sum of $171,528 (ONE HUNDRED SEVENTY ONE THOUSAND FIVE HUNDRED TWENTY EIGHT DOLLARS) and transfer said amount to the capital stabilization fund.

ARTICLE 20: Westford Academy Bleachers – Citizen's Petition
It was voted unanimously to dismiss this article in light of the current economy.

> ***Motion:*** *That the Town appropriate the sum of $475,000 (FOUR HUNDRED SEVENTY FIVE THOUSAND DOLLARS) for the installation of new bleachers at the Westford Academy's Trustee Field at Alumni Stadium including costs incidental thereto; and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Chapter 44 Sections 7 or 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.*

ARTICLE 21: Water Distribution System Improvements – Route 110 Water Main Replacement – Boston Road to Nixon Road and Nixon Road to Saint Mary's Drive
It was voted by a 2/3 declared majority that the Town appropriate the sum of $550,000 (FIVE HUNDRED FIFTY THOUSAND DOLLARS) to be expended at the direction of the Water Commissioners, for the purpose of making water system improvements on Route 110 from Boston Road to Nixon Road, including all costs incidental and related thereto; and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Chapter 44 Sections 7 or 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor;

And further

That the Town appropriate the sum of $750,000 (SEVEN HUNDRED FIFTY THOUSAND DOLLARS) to be expended at the direction of the Water Commissioners, for the purpose of making water system improvements on Route 110 from Nixon Road to Saint Mary's Drive, including all costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Chapter 44 Sections 7 or 8 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor.

ARTICLE 22: Approve The Amendment to Admit The Town of Ayer to The Nashoba Valley Technical School District
It was voted unanimously that the town accept the proposal of the Regional District School Committee passed on October 11, 2011, to amend the agreement establishing the Nashoba Valley Technical High School District as amended.

ARTICLE 23: Change Permitted Parking Along Connell Drive and Main Street – Citizen's Petition
The following motion was made and seconded, then amended, but then failed for lack of majority:

> *That the Town restore continuous parking along the outside perimeter of Connell Drive and remove the "15 Minute Parking" signs in front of the JV Fletcher Library and remove the "15 Minute Town Hall" parking signs across the street from Town Hall.*

Marianne Fleckner, Chair of the Board of Library Trustees, indicated that the Board of Library Trustees voted (4-0-0) at their regularly scheduled meeting on 3/12/12 to cooperate and participate in any larger Town exploration of, and resolution to, insufficient parking for the Town Common facilities and events, and to pursue limiting "15-minute parking" in front of the Library to times when the Library is open.

RESOLUTION
It was resolved that the Town of Westford request the Board of Selectmen to prioritize the investigation and implementation of solutions to address additional parking needs for Westford's town center

ARTICLE 24: Authority for Board of Selectmen to Accept Easements
It was voted that the Town authorize the Board of Selectmen, during Fiscal Year 2013, to accept any and all easements for sidewalk, drainage, or other utility purposes, as they may deem in the Town's best interests.

ARTICLE 25: Establish a "Drop" Box Policy – Citizen's Petition
Resolution: By majority vote, it was resolved that the Town meeting directs the Board of Selectmen and other appropriate committees to establish a policy, bylaw or enforce an existing bylaw, to govern the placement and maintenance of outdoor "drop" boxes in areas of public access for the purpose of maintaining safe and clean sidewalks and streets. "Drop" box shall mean any box, container or device that is placed in an area of public access on a temporary or permanent basis, including devices designed to collect, distribute or sell any item. "Drop" boxes should be properly maintained in a clean, neat, and attractive condition and in good repair at all times. Consideration shall be given to the potential visual impact on a historic district taking into account the proposed location of the "Drop" box, the exterior design, color and signage on the "drop" box.

ARTICLE 26: Naming of Westford Academy Main Gymnasium Basketball Court in Recognition of Ed Scollan
It was voted unanimously that the Town name the basketball court within the main gymnasium at Westford Academy the "Edward J. Scollan Basketball Court" in recognition of his outstanding dedication to the student-athletes at Westford Academy over his 36 year career.

Continued

ARTICLE 27: Naming of Blanchard Middle School Auditorium in Memory of Katie Enos

It was voted unanimously that the Town name the auditorium at the Blanchard Middle School the "Katie Enos Auditorium" in memory of a talented and extremely generous young woman who in her short life of fourteen years was able to make a significant impact on her peers and with her organ donation was able to positively impact several other lives.

ARTICLE 28: Request to Appoint Ad Hoc Committee to Rename Stepinski and East Boston Camps Parcels – Citizen's Petition

It was voted unanimously to dismiss Article 28.

ARTICLE 29: Amendments to Chapter 33: Legal Affairs

A motion was made and seconded and amended to change the limit from $1,000 to $100,000. The motion was then tabled and taken up after Article 30. The amended motion was dismissed by majority.

> ***Motion:*** *That the Town amend Section 33.2 of the Town's General Bylaws, titled "Authority to settle certain claims", by deleting the words "subject to approval of the Town" in the first sentence and by deleting the second sentence in its entirety, such that the section will read "The Selectmen may settle or compromise any claim, action, suit or other proceeding made or instituted by them on behalf of the Town. Subject to appropriation therefor, they may settle any claim, action, suit or other proceeding against the Town", or take any other action relative thereto.*

ARTICLE 30: Amendments to Chapter 90: Earth Removal Bylaw

It was voted that the Town amend Section 90.2 of the General Bylaws (Earth Removal -Exemptions), to add a new paragraph G as follows:

> G. No permit shall be required for the removal of not more than 400 cubic yards of earth material from a parcel of land, where the material to be removed is displaced due to the construction of a residential structure and/or the installation of any driveways, roadways, retaining walls and utilities to serve such structure.

A motion was made and seconded but failed for lack of majority to increase the number of cubic yards from 100 to 500.

ARTICLE 31: Amendments to Appendix C, Table of Dimensional & Density Regulations; Upland Requirement For Residential Lots

It was voted unanimously that the Town amend Chapter 173 Appendix C, Table of Dimensional & Density Regulations of the Westford Zoning Bylaw: (Note: added words are shown in **bold and underlined,** deleted words are shown in ~~strikethrough~~. Only subsections that have proposed changes are included below):

Notes for Table of Dimensional and Density Regulations

3. For new residential lots, at least seventy-five (75) percent of the required minimum lot area shall be dry land; that is not **wetlands as defined herein and is not** in the Floodplain **Overlay District as** ~~Zone, whose boundaries are~~ described in ~~Sec. 173-11. B. and 173-16.B~~ **Section 8.2**.

ARTICLE 32: Amend Chapter 173, the Westford Zoning Bylaw, Definitions

It was voted unanimously that the Town amend Chapter 173, the Westford Zoning Bylaw, Definitions as follows: (Note: deleted words are shown in ~~strikethrough~~. Only subsections that have proposed changes are included below):

~~Wetlands: Bogs, swamps, sometimes temporary or intermittent, characterized by muck or by the existence of plant communities which require the presence of water at or near ground surface for a major portion of the year, all as set forth in G.L. c. 131, s. 40, as may be amended.~~

Wetlands: Land subject to the provisions of G.L. c. 131, ss. 40 and 40A. and subject to the Westford Non-Zoning Wetlands Bylaw.

ARTICLE 33: Amend Chapter 173, to Change "Building Inspector" to "Building Commissioner"

It was voted unanimously the Town amend Chapter 173, the Westford Zoning Bylaw, to replace the term "Building Inspector" with the term "Building Commissioner" in every location that it appears in the Bylaw, listed as follows:

Table of Contents for Section 9.1.1; Sections 2.2.2.4; 3.6.5; 3.6.6; 5.1.4 (appears twice); 5.2.6.3; 6.3.3.4; 6.3.3.5; 7.1.8.2.d; 8.1.8.2; 8.2.2; 8.2.6.1; 8.5.7; 9.1.1 (appears three times); 9.1.3; 9.4.3.2; and Definitions: Certificate of Use and Occupancy.

ARTICLE 34: Amendments to Section 9.3, 9.4, and 10.2 – Citizen's Petition

It was voted unanimously to dismiss this article.

ARTICLE 35: Accept Rush Road, Randolph Circle, and Hutchins Way as Public Ways

It was voted unanimously that the Town, pursuant to MGL Chapter 82, Section 21, accept the layout of Randolph Circle as shown on a Street Acceptance Plan for Randolph Circle as prepared by LandTech Consultants dated December 19, 2011, as laid out by the Board of Selectmen and to authorize the Board of Selectmen to acquire by eminent domain or otherwise an easement or other interest in said way for all purposes for which public ways may be used by the Town;

And further

Continued

That the Town, pursuant to MGL Chapter 82, Section 21, accept the layout of Hutchins Way as shown on a Street Acceptance Plan for Hutchins Way as prepared by Rural Land Surveys and dated December 27, 2011, as laid out by the Board of Selectmen and to authorize the Board of Selectmen to acquire by eminent domain or otherwise an easement or other interest in said way for all purposes for which public ways may be used by the Town;

And further

That the Town, pursuant to MGL Chapter 82, Section 21, accept the layout of Rush Road as shown on a Street Acceptance Plan for Rush Meadows as prepared by Acton Survey & Engineering and dated December 21, 2011, as laid out by the Board of Selectmen and to authorize the Board of Selectmen to acquire by eminent domain or otherwise an easement or other interest in said way for all purposes for which public ways may be used by the Town.

ARTICLE 36: Transfer Custody of Town Properties from Board of Selectmen to the Board of Water Commissioners

It was voted unanimously that the town pursuant to Massachusetts General Laws Chapter 40 Section 15A to transfer the care, custody management, and control of the of the following properties, including all works, buildings and other structures located, erected or constructed thereon, from the Board of Selectmen for the purposes for which the properties are now held, to the Board of Water Commissioners for water supply system purposes as set forth in Massachusetts General Laws Chapter 40, Section 39B:

DEPOT STREET WELL SITE

Map/Parcel:	065 0002 0000
Street Address:	Depot Street
Title Reference:	MNRD Book 1693, Pages 24, 554, and 555

Map/Parcel:	065 0003 0000
Street Address:	Depot Street
Title Reference:	MNRD Book 1693, Page 24

NUTTING ROAD SITE

Map/Parcel:	068 0001 0000
Street Address:	17 and 19 Nutting Road
Title Reference:	MNRD Book 1546, Page 42

COUNTRY ROAD #2 SITE

Map/Parcel:	020 0034 0000
Street Address:	15 Country Road
Title Reference:	MNRD Book 1678, Pages 590, 591, 592, and 593

Map/Parcel:	020 0090 0000
Street Address:	14 Country Road
Title Reference:	MNRD Book 1614, Page 193

Map/Parcel:	020 0018 0002
Street Address:	Country Road
Title Reference:	MNRD Book 5446 Page 40 MNRD Book 5103 Page 119

ARTICLE 37: Accept Donation of Land Located at 275 Groton Road For General Municipal Purposes

It was voted unanimously that the Town accept the parcel of land located at 275 Groton Road identified as Parcel 112.1 on Westford Assessors' Map 41 for general municipal use.

It was voted to adjourn the 283rd Annual Town Meeting at 9:10pm, having no further business to conduct.

A True Record: Attest

Kaari Mai Tari
Town Clerk

Board of Selectmen

Fiscal Year 12 continued to present fiscal challenges to the Town. But, through the cooperation among and between all town departments, staff, boards and committees, once again, we were able to balance the budget without resorting to overrides or layoffs. For the first time in several years, the Town began to see new commercial growth, including the ground breaking for the Cornerstone development and the expansion of Red Hat.

Andrea Peraner-Sweet
Chair

Kelly Ross
Vice Chair

Jim Sullivan
Clerk

Robert Jefferies
Valerie Wormell

It has been a busy year, but with the help of everyone, the Board of Selectmen achieved another successful year. Highlights of our actions include:

- The Board of Selectmen settled 5 collective bargaining contracts with the Town's employees. These contracts run through FY 13.
- The Board of Selectmen adopted the new health insurance laws passed by the Legislature which then enabled the Town to negotiate changes in our health insurance plans, including increases in plan deductibles.
- The Town negotiated a tax incremental financing agreement with Red Hat resulting in Red Hat expanding its corporate headquarters and the promise of approximately 200 new jobs.
- The Board approved the repositioning of cross walks in the town center and the addition of pedestrian walk signs and called for a town center traffic study.
- The Board requested and received from the Permanent Town Building Committee a long-term strategic facilities plan that will permit the Board to make decisions concerning the use and/or re-use of its municipal buildings.
- The Board began considering the construction of a fire station in Parkerville, which the developer of Cornerstone has committed to construct as mitigation for the Cornerstone development.
- In the wake of Hurricane Irene and the "Halloween" snowstorm, the Board requested the Energy Committee to study and prepare a report with recommendations on how to prevent long term power outages in the future.
- The Town entered into public safety and public works mutual aid agreements with other towns.
- Following the recommendation of the Master Plan, the Board appointed an economic development committee.
- The Board of Selectmen approved a remote participation policy that permits committee members who are unable to attend a meeting in person to participate remotely.
- The Board of Selectmen arranged for its policies dating back to 2008 to be put on line. The Board will continue to work towards having all of its policies on line.
- The Board of Selectmen approved stationing a Westford police officer as a School Resource Officer at Nashoba Valley Technical High School.
- In recognition of our Town Manager's performance, the Board of Selectmen extended her contract through June 2014. Like all of our employees, our Town Manager agreed to forego salary and cost of living increases.

BOARD OF SELECTMEN – CONTINUED

None of the above accomplishments, along with all the other work the Board of Selectmen engaged in over the year, would be possible without the hard work, dedication and commitment of our town staff, board and committees, elected officials and our Town's countless volunteers. This year, the Board would especially like to thank our Town employees for their cooperation and consideration. Their approval of health insurance plan changes and their willingness to forego cost of living and step increases for FY12 and FY13 went a long way in helping the Town achieve a balanced budget this year and managing its fiscal resources.

Thank you one and all for a successful year.

Town Manager

Jodi Ross
Town Manager
John Mangiaratti
Assistant Town Manager



Although Fiscal Year 2012 ended with signs of improvement in local revenues and new growth for the first time in several years, we continued to work to find ways to reduce or control current operating expenses. The town departments decreased their operating budgets by .4%, with the schools receiving an increase of 2.5%. In order to prepare for a deficit we were facing in FY14, much of the year was spent in contract negotiations for both collective bargaining agreements and for health insurance changes. Eleven of our twelve town unions, along with our non-union personnel, agreed to accept no Cost of Living increases for both FY12 and FY13, and the freezing of one step, thereby reducing our projected budget for personnel services. Thank you to all town employees who agreed to these concessions, which enabled us not to cut jobs, and allowed us to continue operations at current service levels.

Revenues ended up higher than anticipated as the town received increases in motor vehicle excise, hotel and restaurant local options, and building permits. We also received several one-time revenue enhancements. These enhancements, along with the implementation of several cost-savings measures, resulted in our closeouts exceeding expectations, thus leaving us total cash reserves of $5,482,439.60. This figure represents a reserve balance of 6.3% of our total operating budget. We allocated $1,935,539 from Free Cash to balance our FY12 budget at our October 2011 town meeting, which represented an increase in Free Cash usage from FY11 of $146,661.

In September, the Board of Selectmen adopted the new state health insurance legislation, Massachusetts General Laws Chapter 32B sections 21, 22 and 23 as amended, and elected to engage in the process to change health insurance benefits. The town and unions formed a Public Employees Committee (PEC) and proceeded to negotiate health insurance plan design changes, resulting in higher co-pays for employees, saving both the town and employees an estimated $250,000. Our town employees also agreed to change our health insurance provider from MIIA Blue Cross Blue Shield to Tufts Health Plan, which allowed the employees and the town to hold premiums level, thus saving the town approximately $527,000 from FY12 projections.

Our Capital Planning Committee created a five year capital plan, with an estimated $19,000,000 worth of projects being requested. We appropriated $826,772 and bonded $315,000 for capital projects at the March 2012 Annual Town Meeting, which left a balance of $189,288 in Capital Stabilization as of July 1, 2012.

The Board of Selectmen successfully negotiated a $375,000 settlement with the suppliers of the perchlorate used in blasting while constructing our highway garage. While this settlement supplied the town with additional funding to manage the perchlorate contamination remediation, it also provided the town full indemnification for any claims related to the release.

TOWN MANAGER – CONTINUED

Other financial highlights from FY12 include:

- Received $216,000 in FEMA and MEMA reimbursements for significant storms
- Received $55,284 from the Attorney General's settlement of a claim against Wheelabrator
- Bid General Insurance resulting in a savings of $40,000 from projected budget, and participated in MIIA Rewards program that saved an additional $14,272 on premiums
- Added a real estate retainer to our town counsel contract resulting in savings of $12,000
- Awarded a MIIA Loss Control Grant of $5,000 to purchase an emergency response trailer
- Received $3,000 as the first two payments from the Cottages in the Woods development
- Established fees for Sealer of Weights and Measures generating $5,000 in new revenue.
- Entered state-wide mutual aid agreements with public safety and public works departments to enable us to share equipment.

Westford experienced a significant Nor'easter in October, and due to a poor response by National Grid, 85% of our town was without power for five days. The Department of Public Utilities (DPU) requested testimony by the town manager's office on National Grid's performance. This public testimony allowed all municipalities affected by the power outages to relay the sequence of events to DPU officials. In the end, Attorney General Martha Coakley proposed a fine of $16 million to National Grid; this decision is currently under appeal.

For the first time in our town's history, town meeting authorized entering a Tax Increment Financing agreement with Red Hat, LLC. The Board of Selectmen requested this project receive an Exceptional Economic Opportunity Designation from the state, which it received, as the project added 125,000 square feet of additional office space at the existing site, and will result in the addition of about 200 new high-level computer jobs over the next two years.

The Board of Selectmen established an Economic Development Committee to help manage the commercial growth in our town. This committee will also advise the Selectmen and other town boards on issues concerning bylaws, policies, regulations, and zoning that foster commercial growth, strengthen our local economy, and are consistent with maintaining the character of our community.

In response to a Board of Selectmen/Town Manager goal to improve pedestrian safety, the Selectmen directed the relocation of our town common crosswalks, along with the installation of pedestrian crossing signs in the middle of these crosswalks. All indications are that these measures have increased the safety of pedestrian traffic getting on and off our common.

Most of our town departments were involved on some level with the project to renovate the Abbot Mill, in Forge Village. This project was the brainchild of Christopher Yule,

a local businessman, and resulted in a magnificent apartment complex, complete with most of the historically significant parts of the buildings intact.

The town conducted an auction in June of 12 North Main Street, where another historic mill commonly referred to as the Westford Anodizing Building is located, as the owner was in default of property taxes. The auction produced no bidders, so the Board of Selectmen is carefully considering the next steps to take in order to attempt to preserve this important structure, which may include seeking an Environmental Protection Agency (EPA) grant, seeking a Covenant Not to Sue from the Department of Environmental Protection (DEP), and possibly issuing a Request for Proposals to collaborate with a developer to renovate and/or redevelop this property.

Construction on the new Cornerstone Square project at Route 110 and Boston Road began this spring. This project includes a major reconstruction of the Minot's Corner intersection. The engineering was finalized in preparation for putting the construction out to bid. The new Cornerstone retail/office/restaurant complex is scheduled to open in October of 2012. As part of the mitigation for this project, the developer agreed to construct a new unmanned fire station in the Parker Village section of town. Town officials and staff began to search for an appropriate location and construction is expected to be completed by fall of 2013.

Our second annual Strategic Planning Retreat was held on June 20th. About 125 town officials, staff and residents came together to discuss pertinent topics affecting our town. Topics included the state of our finances, education, development along Route 110, capital projects, and underage drug and alcohol use. Although it was an extremely warm evening, most who attended deemed the evening a success. Information regarding the topics discussed, along with surveys of those in attendance, may be found on our town's website www.westfordma.gov or at this link: Strategic Planning Retreat.

Although we have begun to see signs of economic improvement and increased revenues, we continue to face the challenge of operating expenses which are rising more rapidly than revenues, coupled with aging equipment and infrastructure. We continue to examine every departmental expense for possible cost savings, and we are committed to preparing an operating and capital budget that maintains the level of services our residents expect, and protects our resources for now and the future.

Transparency and communication are key to successful municipal operations. We strictly adhere to the Open Meeting Laws, and strive to publicize all pertinent documents on our website. We produce a monthly Town Manager's Newsletter and our website offers streaming video of many public meetings.

We have an unequaled level of volunteerism in Westford and these volunteers are a necessary part of our operations and what makes Westford an extraordinary town. Thank you to all town officials, town boards and committees, department heads, town employees, and resident volunteers who help to innovate, guide, preserve, and protect our valuable town resources. And lastly, a special word of thanks to our honorable Board of Selectmen who provide us with policies and support with which to do our jobs.

Affordable Housing Committee

Paul Cully
Chair

Joan Croteau
Joe Diamond
Rob Downing
Scott Hazelton
Karen Hudson
Jim Silva
Drew Vernalia

Chris Pude
Staff

Goal:
The Affordable Housing Committee advocates for the development of diversified housing opportunities for lower income households that are consistent with nearby housing, appropriate for, and dispersed throughout, Westford. The committee strives to meet the State's mandate that 10% of the housing stock be permanently affordable to residents earning 80% or less of the area median income for the Westford region. (This is the Chapter 40-B law.)

Definition of Affordable Housing
Housing affordability is based on median household incomes in the region. The median incomes are determined by the US Department of Housing and Urban Development (HUD), are re-issued annually, and are adjusted for the number of residents living in a home. 2012 median incomes in Westford region are:

Household Size	Median Income	80% of Median	50% of Median	30% of Median
Four People	$92,900	$74,300	$46,500	$27,900
Two People	$74,400	$59,500	$37,200	$22,300
One Person	$65,100	$52,100	$32,600	$19,500

Affordable Housing Production Plan:
The committee and their consultants completed the five year Affordable Housing Production Plan, held all the required public meetings, obtained the approval of the Planning Board and the Board of Selectmen, submitted the plan to the State agencies, and finally got approval from the State. This plan is a significant achievement and allows Westford to apply for moratoriums on 40-B projects if, in addition to the plan, the requisite number of affordable units have been permitted in the calendar year. With the completion of this plan, the Town has applied for a moratorium for two years, based on the Princeton Properties project going forward.

Ongoing Projects:

Cottages in the Woods – Boston Road:
This project has progressed slowly due to the sluggish economy and changes to mortgage underwriting standards following the 2008 financial crisis. About half of the units have been built, with the other half on hold until sales encourage the building of the remaining units. The committee still expects all units to be affordable and eventually built

Princeton Properties – Littleton Road on the Westford / Chelmsford line:
The project completed the Comprehensive Permit process at the turn of the calendar year. Its significance to the Affordable Housing Committee and the Town of Westford, is that it will add 200 units to our Subsidized Housing Inventory –

the official list of affordable units in Westford – bringing us, with just one project, much closer to our 10% State-mandated goal. As of the close of the fiscal year, construction had not started.

Abbot Mill – Forge Village:
This project has finally reached near completion, an occupancy permit has been issued, and many units are now leased and occupied. This is a valuable addition not only to Westford's housing stock, but also renovates a historic set of buildings. This is a much appreciated project which greatly enhances Forge Village.

Tadmuck Meadows – Tadmuck and Littleton Roads – south side:
This is a 40B project that has finally started construction.

Stony Brook II – William B. Coakley site, near Stony Brook School:
This project is fully permitted and will add 36 rental units to our Subsidized Housing Inventory. This fiscal year, in order to make the project more attractive to State funding agencies, the Community Preservation Committee and Town Meeting authorized an additional $300,000 for this project. It still is awaiting funding from the State.

Veterans Housing – Corner of Acton and Carlisle Roads:
This project will provide five units of housing exclusively for qualified veterans. It will rehabilitate the existing building. The project is fully permitted and has received a $150,000 grant from the Massachusetts Housing Partnership. In the prior fiscal year (FY 2011) the Community Preservation Committee allocated $400,000 for this project. Construction is waiting on final funding from State agencies, which is expected to occur in FY 2013.

Graniteville Woods:
This project is currently under construction with the first two phases completed.

Littleton Landing – Corner of Littleton and Tadmuck Roads:
This project consists of seven units for over-55 seniors as well as a separate five bedroom group home. The Affordable Housing Trust Fund has allocated $255,000 for this project. This project is still under review.

Other potential sites and projects:

Hildreth parcel:
The committee had this parcel evaluated for wetlands delineation and it was found to be not suitable for any construction.

Sawmill Road:
After preliminary environmental studies were completed, the Affordable Housing Trust Fund Committee denied the Affordable Housing Committee's funding request for additional evaluation of the suitability of the parcel for housing. Before the AHC was able to formulate an alternative approach to evaluating the parcel, abutters and other interested parties went to the Tax Possession Sale Committee, which controls the parcel, and petitioned the TPSC to designate the parcel for conservation use only.

Affordable Housing Committee – continued

Without consulting the AHC, the TPSC acquiesced to the petitioners request, and denied an AHC appeal to reconsider their decision. The AHC is disappointed in this outcome, as it eliminates any possibility of utilizing the parcel for much needed affordable housing. Additionally, we believe the AHC was denied a voice in the decision.

Edwards parcel:
This 40 acre parcel, which is owned by the Town and is under the care and custody of the Board of Selectmen, will be further considered by the Affordable Housing Committee as a potential site for a Town initiative for an affordable housing project. To that end, the committee chair appeared before the Board of Selectmen and received permission to access the property for the purposes of evaluating its potential. Subsequently, the committee chair met with the Conservation Commission Planner to learn more about the evaluation work that has already been done on the parcel. The Planner indicated a willingness to visit the parcel and re-examine the wetlands determination and also agreed to try to set up a meeting with personnel from Natural Heritage, who may have concerns regarding habitat migration zones on the parcel for endangered species. Further evaluation regarding this parcel awaits the action(s) of the Affordable Housing Committee.

Applewood Construction – Makepeace Road:
This eight unit affordable housing rental project was presented to the Affordable Housing Committee and subsequently withdrawn due to the developer entertaining an alternate proposal for a commercial use of the building on the site.

Issues and concerns:

Town of Westford fee waivers for affordable projects:
The committee considered pursuing a policy of fee waivers for affordable housing projects, and after several discussions decided against a stated policy, choosing instead to pursue waivers only for projects it approves, on a project by project, and committee/board by committee/board basis. For the Princeton Properties project, the committee requested a fee waiver or reduction from the Water Department, but that request was rejected, by a 2 to 1 vote of Water Commissioners.

Delineation of respective roles and responsibilities for the Affordable Housing Committee and the Affordable Housing Trust Fund Committee:
The Affordable Housing Trust Fund Committee, with the urging of the Affordable Housing Committee, contracted with an outside consultant to help the two committees define their respective roles and responsibilities. This is an initiative to improve the two committees' ability to work together and to avoid overlap and conflicts. Also see *Reconciliation of Affordable Housing Funds*, below.

Reconciliation of Affordable Housing Funds:
After 18 months of unsuccessful attempts to obtain an accounting of the dispensation of affordable housing funds via various means, the Affordable Housing Trust Fund Committee hired a consultant in an effort to resolve this issue.

Affordable Housing Committee–continued

Affordable Housing Committee Membership:
The current members of the Affordable Housing Committee are: Paul Cully, chair, Chris Pude, staff, Jim Silva, Karen Hudson, Drew Vernalia, Rob Downing, Joan Croteau, Joe Diamond, Scott Hazelton. There is a vacancy for one more member, and any interested party is encouraged to fill out a Citizen's Activity Form from the Town's website and apply to fill that vacancy.

Meetings:
The Affordable Housing Committee meets on the fourth Wednesday morning of each month at 7:15 AM in the Westford Housing Authority Community Room, 65 Tadmuck Road

AFFORDABLE HOUSING TRUST FUND

The Affordable Housing Trust Fund (AHTF) is pleased to present its Annual Report to the Town of Westford for Fiscal 2012.

Rob Downing
Chair

James Sullivan
Trustee and Board of Selectman Representative

Diane Holmes
Trustee

Robert Waskiewicz
Trustee

John Parker
Trustee

The AHTF is a funding source for the creation and preservation of affordable housing in Westford through development, acquisition, renovation, and resale of a variety of housing types. A primary concern of the Trust is achieving and maintaining the Town's compliance with Massachusetts law. The Community Preservation Committee and Town Meeting created the AHTF to have a more efficient mechanism to address the Town's needs.

The Trust is funded through Community Preservation Committee (CPC) appropriations of CPA funds and private donations. Members meet regularly in open session as prescribed by law. The AHTF also meets on an 'as needed basis' to accommodate time-sensitive projects. Christine Pude, Westford's Housing Director, is an integral part of the AHTF's administrative process.

Some of the highlights in 2012 include the following:

The AHTF gratefully acknowledged the receipt of $261,885 in CPA funding approved by Town Meeting to be used for affordable housing activities.

The AHTF funded feasibility studies (environmental and site planning) for Tax Possession Committee properties on Hildreth Street and Sawmill Road. These sites are unsuitable for housing development at this time.

$150,000 that the CPC had set-aside for a group home was awarded to Corbett Development for its new facility to be located on Littleton Road. Corbett also received $105,000 for seven senior rental units that will be co-located with the group home.

The AHTF continued its search for private market opportunities and expects to close on at least one purchase in the next year.

We are actively monitoring housing intended for residents earning 80% of the average income for Westford residents as a whole to ensure that these homes are not lost forever to the private market.

Diane Holmes assumed the role of Interim Chairman while the Trust searched for a permanent replacement for Chris Romeo. In August of 2012, the Trust elected Rob Downing as the new Chairman. All the members of the AHTF thank Chris and Diane for their diligent and successful tenures. Additionally, John Parker joined the Trust in August 2012.

Affordable Housing Trust Fund – continued

This year we are focusing on standardizing our application and grant processes. We will also implement a Trust Plan that will guide our efforts and make the work of the AHTF more transparent to Town residents.

As part of our planning process the AHTF will make a decision on whether or not to pursue housing assistance programs such as down payment assistance and grants.

The AHTF also works cooperatively with the Affordable Housing Committee (AHC) and the Tax Possession Sale Committee to assure a thorough vetting of properties which may be considered for affordable housing purposes. The AHTF and AHC work together in order to achieve our mutual goals in the most efficient manner possible. The AHTF's ability to provide financial support to these efforts is critical to their success.

Animal Control Department

Meg Mizzoni
Animal Control Officer

Terry "Jaime" Berry
Assistant Animal Control Officer

Tim Whitcomb
Assistant Animal Control Officer

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, sick or injured wildlife and loose dogs. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.

Response Activity

The majority of calls responded to by the ACO are for dog complaints and lost or found dogs. When a dog is found, the ACO attempts to locate the owner and ensures it is cared for properly in the kennel. If the owner is not found the ACO finds a placement for foster care. Throughout the year the ACOs also responded to numerous calls for wildlife such as bears, coyotes, fisher cats, skunks, racoons, and snakes. In these instances the ACO investigated the incident, ensured that the public was not in danger, and took the opportunity to teach residents about how to safely interact with wildlife. In some cases severely injured or rabid animals had to be euthanized and this was done safely and in coordination with the local police department.

The table below represents all of the calls that were recorded in the web-based animal control record keeping system. Many of the calls that are received are from residents with questions about animal rules and regulations or looking for advice about dealing with wildlife on their property. It is important to understand that some of the calls received and handled by ACOs are not reflected in this table.

Fiscal Year 2012 Response Activity

Response Type	Description	Responses
Animal bite or contact	Responded to report of domestic animal bite or contact with wildlife	18
Animal cruelty	Investigated report of cruelty	0
Dog complaint	Investigated barking or nuisance dogs and resolved between owner and neighbors	34
Dog hit by mv	Dog hit by motor vehicle	4
Health Inspection	Inspection of domestic animal or livestock	5
Kennel duty	Attending to dogs in the town kennel including feeding, medical attention, and general care	103
Lost or Found Cat	Searched for owner of found cats	32
Lost or Found Dog	Searched for lost dogs, searched for owner of found dogs	80
Pick up police incident	Responded to police incident to remove domestic animals	4
Wildlife hit by vehicle	Disposed of wildlife hit by vehicle (roadkill)	45
Wildlife issue	Responded to report of wildlife in close proximity to humans or endangering domestic animals	109
	Total	**501**

Board of Assessors

Jean-Paul Plouffe
Principal Assessor
Lisa DeFusco
Administrative Assessor
Titus Palmer
Chairman
Diane Holmes
Chris Romeo

The assessors' office completed its interim revaluation for fiscal year 2012 (July 1, 2011-June 30, 2012), based on a valuation date of January 1, 2011. Approximately 900 parcels were reviewed and/or visited and a thorough sales analysis of sales occurring in calendar year 2009 and 2010 was done. The assessors' office also analyzed all land sales, land residuals, and tear downs. Market values have declined slightly in some neighborhoods while still reflecting an overall stable market. New growth for FY 2012 was $64,988,620. This is a decrease of approximately 6% from FY 2011. This was due to pending projects that had not started during this time period. However, the growth received was derived primarily from the following:

1) Continued construction at Summer Village.
2) Completion of Boch Honda.
3) Continued new construction at 2 new subdivisions.
4) Continued construction at Graniteville Woods.

	FY 2011	FY 2012	% change
Total taxable assessments	$3,758,783,545	$3,824,755,642	+1.755%
Tax levy	$57,247,754	$59,474,751	+ 3.890%
Residential tax rate	$15.23	$15.25	+ 2.101%
Average single family residence assessed value	$441,145	$443,811	+.604%
Average single family tax	$6,718.64	$6,901.26	+ 2.718%

The Board of Selectmen again voted to adopt a Small Commercial Exemption for FY 2012. This in effect shifted the tax burden within the commercial/industrial class. As a result, the FY 2012 commercial/industrial tax rate was increased to $15.79.

The Department of Revenue certified the results of this assessment data to be within their statistical requirements and the tax bills went out on time.

Continued growth in the tax levy resulted in an increase in overall taxes for FY 2012. The assessors' office continues to update property data to achieve a higher level of accuracy. This is a constant on-going process to ensure that tax assessments are equitable to all taxpayers. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

FY 2012 saw a very slight increase in the number of applications for abatements of real and personal property from FY 2011. Abatements are typically applied for because property values were adjusted for FY 2012 because of the interim recertification and revaluation. Westford is a very desirable community as reflected in market activity and sale prices.

BOARD OF ASSESSORS – CONTINUED

It has been a very busy year for the assessors' office due to the completion of the interim certification and revaluation; monitoring the various elderly exemptions, other exemptions and the Community Preservation Act; and updating cost tables to reflect current market cost. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The assessors' office recognizes that taxes are increasing as the town continues to grow and the demand for services increases. We will strive to continue to provide good customer service to the taxpayers and to make every effort to assist taxpayers in understanding their assessments.

Exemptions

In FY 2012 the Board of Assessors granted 192 statutory exemptions for property taxes in the total amount of $190,187.60 (veterans, elderly over 70, blind, Clause 41C). Twelve applicants were granted a tax deferral under Clause 41A. Westford again adopted Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 272 Community Preservation exemptions and adjustments granted in the amount of $25,173.45.

Abatements

In FY 2012 there were 109 requests for abatements on real and personal property. Of these, 70 abatements were granted, 37 were denied, and 2 were withdrawn. There were 6 appeals filed with the Appellate Tax Board. One of the appeals has been settled. The Commissioner of Revenue continues to be in litigation with several telecommunications companies for FY 2003 through 2011. Some of these have been settled and/or withdrawn. However, there are still appeals pending.

Bruce Freeman Rail Trail

Pat Savage,
Director of the Parks, Recreation and Cemetery Departments

Kelly Ross,
Board of Selectmen Liaison to the Bruce Freeman Rail Trail

Chris Barrett
Emily Teller
Westford Board Members, Friends of the Bruce Freeman Rail Trail, Inc.

During this third year of the Bruce Freeman Rail Trail, Westford and other regional residents – and even some from much further away – have enjoyed using and sharing "the rail trail" with family, neighbors, and friends.

As in the past, the trail will not be plowed in the winter months to allow for cross-country skiing. For additional photos and more trail information www.brucefreemanrailtrail.org



The most exciting development for users of the Bruce Freeman Rail Trail in Westford was the news that, on June 28, 2012, the Boston Metropolitan Planning Organization (the organization of the 103 cities and towns in the Boston region that allocates federal and state transportation funds – similar to NMCOG) voted to officially include BFRT Phase 2A for 2014 construction start in the BMPO's most current four-year plan. The BFRT is the only rail trail listed for funding. The strong and persistent support of the BFRT by citizens, legislators and the Friends of the Bruce Freeman Rail Trail "tipped" the scales for inclusion of Phase 2A in a planning process that is severely budget constrained.

Construction of this 5-mile section through Westford, Carlisle and Acton will take most of two construction seasons to complete. In Westford, this will most noticeably include new intersection markings and traffic signalization for the Routes 27 and 225 intersection, immediately adjacent to the current southern terminus of the BFRT.

We expect the 75% design work to be unveiled and vetted at a public hearing held by MassDOT, probably in Acton, sometime in the fall of 2012. Acton is the "lead town" for the successful and effective four-town partnership of Westford, Carlisle, Acton and Concord for Phases 2A, 2B (crossing of the Route 2 rotary), and 2C (Concord to Sudbury). When complete, Phase 2 will allow users to travel 9.6 miles to the Sudbury town line (or perhaps a bit into Sudbury, to access parking there) and over half of the planned BFRT will have been constructed.

The extension into and through Acton will also provide parking access at both the North Acton Recreational Area (NARA Park) and, closer to Westford, in a small dirt parcel about 1,700 feet south of the 27/225 intersection where an easement has been granted to the Town of Acton. Those sites will ensure welcome parking availability to users from Westford and towns further south and west than the current "most southerly parking area" at Chelmsford's Heart Pond.

Bruce Freeman Rail Trail – Continued

Throughout this past year, lack of parking for the BFRT in Westford was a topic that many town staff, boards, and citizens debated monthly. Funds to survey and design up to 2 parking areas were committed by the Commonwealth through the scope of work in the BFRT Phase 2 design contract. In late March, Westford's annual Town Meeting warrant included three articles related to parking and amenities. (Please see the Annual Town Meeting Warrant in this book for the articles' complete texts.) After deliberating for well over two hours, Town Meeting voted favorably on *Article 15*, a citizen's petition article asking the Town to accept a donation from the FBFRT to develop up to two small, unpaved, unlit parking areas adjacent to the trail and to use the aforementioned state money to design up to two parking areas. *Article 18*, another citizen's petition article directing the Town to immediately cease any further planning or development of rail trail parking within 1 mile of the BFRT by the Town, failed for lack of support.

Article 16, sponsored by the Park and Recreation Commission, which requested approval to transfer a small parcel of land located along Acton Road from the Tax Possession Sale Committee to the Park and Recreation Commission, failed to garner the 2/3 vote required. The hope had been to support an Eagle Scout project on this parcel to build a kiosk, install benches and minor landscaping to create an informative and pleasant resting area for trail users.

Before news of the funding for Phase 2A construction (and, should some unforeseen circumstances forestall that work), progress on creating a "North Acton Parking Project" had been moving forward. With research help of Emily Teller, Westford's Director of Land Use Management Angus Jennings received substantial documentation from other Massachusetts towns to support Westford's request to Mass DOT for release of the rails and ties along the 1,770-foot MassDOT/BFRT Right of Way. At the southern end of the corridor, the Town of Acton received an easement over a small parcel of land that Acton would dedicate for BFRT parking. Once again, a multi-town partnership was forged to move this idea forward.

Amenities in Westford

With specific siting agreement with the abutters, a kiosk and two benches will be installed on the Right of Way near the southern terminus of the BFRT next spring (2013). Permission to access this ROW takes many months to obtain, but Parks and Recreation Director Pat Savage is working with the administrator of the MassDOT/ ROW office for permission. Lowell General Hospital and, through a matching grant awarded through the efforts of Westford resident David Martin, Harvard Pilgrim Health Care have both donated funds for this installation to the Friends of the Bruce Freeman Rail Trail, Inc.

Westford-sponsored Events on the Trail

A Moon Walk in Westford? Yes – on the Bruce Freeman Rail Trail. The "Light the Night" Winter Hike for Families was held in February 2012 as part of Westford's Winter FunFest. Westford resident Heidi Tierney was the organizer who oversaw the registration of this event in both Westford and Chelmsford in partnership with Lowell General Hospital. Twenty adults and 18 children met at Heart Pond in Chelmsford and set off together to enjoy the BFRT in the dark (the moonrise was at 8:20 pm). The

youngest participant was 3 years old, and he walked almost as far as the adults. Many of the teenagers were members of a church youth group whose snowboarding evening had been cancelled due to lack of snow. Along with the other walkers, Heidi enjoyed the one-hour walk and seeing how much enjoyment the donated glow sticks brought to everyone's nighttime experience.



A "Forever Green Hike," celebrating the 100th Anniversary of Girl Scouting, was held in early April by troops from Westford and Chelmsford. This walk from Pond Street to Sleigh Road was under the joint sponsorship of Lowell General Hospital and the Girl Scouts of Eastern Massachusetts. The Girl Scouts helped the BFRT by picking up trash as they walked.

Organized by Jessica Ryan and Claire Enos of Westford, the third annual PanMass Challenge for Kids was held on June 17, staging at the Byam School in Chelmsford. Over 50 riders raised over $5,000 for cancer research. The event this year included a "moonwalk" (jumping cage) as well as ice cream donated by Sullivan Farms in Tyngsboro. It was truly a fun day for riders, volunteers, and their families

Please see the FBFRT website (above) for more details and to register for either of these worthy and fun family events!

Thank you is due to many in Westford

All trail users are very grateful for the ongoing support and commitment of Westford town staff, including Pat Savage, Angus Jennings, Paul Starratt, Chip Barrett, Jodi Ross, Selectman Kelly Ross and Safety Officer Michael Croteau.

The volunteer BFRT Trail Stewards, working all year along the Westford portion, keep the BFRT at its best. This group has expanded and now includes Linas Alinskas, Dave and Diane Earl, Ron and Mary Jo Johnson, and Bob and Beth Shaw. We are also fortunate that the Westford Conservation Trust Tuesday Trail Group occasionally chooses the BFRT as a destination for their trail work.

Budget Solutions Task Force

The Budget Solutions Task Force continued to review and evaluate strategies to meet the ongoing fiscal challenges the Town faces. While the task force continued to look for opportunities where expenses could be reduced and revenue could be raised, this year it started to focus on long-term fiscal planning. With the Town's health care costs, retirement benefits, capital needs and operational costs expected to rise over the next five years, the task force began exploring various scenarios to meet these rising costs, including bonding opportunities, debt exclusions and/or an override.

The task force will continue its work in FY 2013 to develop long-term fiscal policies and recommendations.

Board of Selectman
Andrea Peraner-Sweet
Chair
Jim Sullivan

Finance Committee
Mike Princi
Mark Kost

School Committee
Judith Culver
Margaret Murray

Capital Planning Committee
John Cunningham

Town Manager
Jodi Ross

Ex officio Members:

Superintendent of Schools
Bill Olsen

Budget Director
Dan O'Donnell

Director of School Finance
Kathy Auth

Building Department

Matthew Hakala
Building Commissioner

Chester Cook
Asst. Building Inspector / Gas Inspector

Dennis Kane, Jr
Inspector of Wires

Arthur Smith
Plumbing/Gas Inspector

Nancy Lima
Records Supervisor

In Fiscal Year 2012 the building department again saw a tremendous increase in activity. The entire department has increased inspections with many projects that have either started or are ongoing this year.

Some of the ongoing projects that the building department has been involved with are:

- Graniteville Woods
- Abbot Mills
- Laughton Farms – Residential Development
- Summer Village – Seasonal Residential Development

Some new projects this year that the building department now has involvement with are:

- Cornerstone Square
- Bridges at Westford
- Red Hat addition
- Juniper Networks renovation
- 7-9 Technology Park Drive – Goodrich renovations
- Aldrich Farms – Residential Development
- Tadmuck Meadows – Residential Development

The permit totals for the department are:

Building -	895
Plumbing -	424
Gas -	579
Electrical -	839
Trench -	113
Mechanical/ Sheet Metal -	102
Miscellaneous -	44
(Tents, Wood Stoves, Curb Cuts, etc.)	

The total is 2996 permits issued for the fiscal year ending June 30, 2012. This is an increase of over 300 permits from the prior year. The building department took in $896,702 during that time.

Due to the very mild winter this past year, the construction projects that were started last fall worked all through the winter with very little, if any, interruption due to weather conditions.

The building department continues to strive to improve both the inspection process and permit application process through our on-line permitting system.

Building Department – continued

Mission Statement

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and by-laws that pertain to both the State Building Codes and Bylaws of The Town of Westford. To assist - to the best of our ability - all customers with the permitting process and any questions, concerns or complaints they may have.

Capital Planning Committee

Mark Kost
Chair - Finance Committee

Valerie Wormell
Board of Selectmen

Arthur Benoit
School Committee

John Cunningham
Conservation Commission & Master Planning Committee

Tom Mahanna
Permanent Town Building Committee

Bill Olsen
Superintendent of Schools

Jodi Ross
Town Manager

Dan O'Donnell
Budget Director

The Capital Planning Committee was formed in December 2008 by the Town Manager, and has spent the past four years reviewing and prioritizing capital needs throughout the Town. This committee's purpose is to provide an objective and consistent forum whereby all of the town's capital requests can be planned, prioritized and recommended. This committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Board of Selectmen, Finance Committee and ultimately, town residents as to how to best spend the resources that the town has for capital expenditures.

In completing its task for FY 2013, the committee heard from each department and prioritized the projects. This resulted in the recommendation to raise and appropriate $826,972 in capital requests while appropriating $171,528 to the Capital Stabilization fund. In addition, the Water Enterprise Fund appropriated $145,364 from Free Cash, $180,990.56 from remaining balances from completed capital projects, and also authorized the borrowing of $1,300,000 for water main replacement projects along Littleton Road. Lastly, Town Meeting authorized the borrowing of $90,000 for the installation of a new boiler at the Abbot School and $225,000 for the purchase of an ambulance. The committee also compiled a "straw man" five year capital plan.

As we move forward, the committee will look to further enhance its communication process with town departments, work more closely with other committees and commissions to ensure that their capital needs are fully understood and are undertaken with the proper prioritization, continue to enhance the justification requirements for capital and, whenever possible, ensure that a cross-section of needs are evaluated in a consistent manner (for example, vehicle and truck replacements). Additionally, the committee will help the town understand the tax impact of capital expenditures, and consider the relative need, timing and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

March 24, 2012 Annual Town Meeting Capital Appropriations
It was voted that the Town raise and appropriate the sum of $826,972 (EIGHT HUNDRED TWENTY SIX THOUSAND NINE HUNDRED SEVENTY TWO DOLLARS) to provide for the following capital requests:

Capital Planning Committee – Continued

Department	Amount	Purpose
Town Manager	$35,000	Town computer network server enclosure improvements in the IT facility and any other related costs
Town Manager	$38,000	Police station HVAC efficiency upgrade and any other related costs
Technology	$200,000	Infrastructure and computer plan project and any other related costs
Technology	$85,472	Phone system upgrade and any other related costs
Police	$110,000	Three police cruisers and any other related costs
Police	$20,000	Four truck scales and any other related costs
Fire	$69,000	Rehab Engine #3 and any other related costs
School	$71,500	Point of sale system for food service and any other related costs
School	$50,000	Architectural design study for Day School and Robinson School windows and any other related costs
School	$38,000	One-ton truck and any other related costs
Highway	$90,000	Two one-ton trucks and any other related costs
Library	$20,000	Town match for $40K state planning and design grant and any other related costs

Second Motion:
It was voted by a two-thirds declared majority that the Town appropriate the sum of $225,000 (TWO HUNDRED TWENTY FIVE THOUSAND DOLLARS) for the purchase of an ambulance for the Ambulance Enterprise including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

And further

That the Town appropriate the sum of $90,000 (NINETY THOUSAND DOLLARS) for the purchase of a boiler for the Abbot School including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow said amount under and pursuant to Massachusetts General Laws Chapter 44 Section 7 or 8, or any other enabling authority, and to issue bonds or notes of the Town therefor;

Third Motion:
It was voted by a two-thirds declared majority that the Town raise and appropriate the sum of $171,528 (ONE HUNDRED SEVENTY ONE THOUSAND FIVE HUNDRED TWENTY EIGHT DOLLARS) and transfer said amount to the capital stabilization fund.

Board of Cemetery Commissioners

Jonathan Ash
Chair

R. Bradley Potts
Daniel Provost
George "Yogi" Rogers

The Cemetery Commission acts as the policy setting committee for the Town's six cemeteries. The Commission is responsible for the expenditures from various cemetery trust funds, and oversees the operation and care of the town-owned cemeteries. The Commission membership was increased from three to four members. R. Bradley Potts was appointed as a full member after serving as an alternate member. Jonathan Ash was elected chair replacing Daniel Provost who had served as chair for over ten years. The Commission is appointed by the Town Manager and meets quarterly and will schedule additional meetings as needed.

Website www.westfordma.gov/cemetery

The department maintains five town cemeteries and one burying ground. Fairview, Hillside, Westlawn, and Wright Cemeteries are listed on the National Register of Historic Places. Old Pioneer Burying Ground is located in Parker Village. Pine Grove Cemetery located in Forge Village opened in 2002. The Cemetery Supervisor operates out of the Pine Grove office and maintenance garage. The Cemetery operation is a division within the Parks, Recreation, and Cemetery Department; Patricia Savage, Director, Richard Nawoichik, Cemetery Supervisor, and Danielle Leblanc, Department Senior Assistant. The division is responsible for the day to day maintenance of the cemetery grounds, burials, sale of lots, and burial and grave lot records. The Town Clerk retains permanent records of death certificates and burial permits.

The Commission regularly reviews the fee structure for cemetery related charges. The fees were last changed in 2008 and the Commission approved an increase effective as of January 1, 2012. As in the past with a proposed fee increase, the Commission saw an increase in sale of lots prior to the effective date. The change in fees for a single burial lot with monument privileges, including perpetual care, increased from $600/lot to $800/lot. Grave lots are available in one, two, three, or four grave sites with most current sales at the Pine Grove Cemetery. There is an additional charge per lot for non-residents with a change in fee from $300/lot to $400/lot. The change in fee for a single burial lot without monument privileges, and does include perpetual care, increased from $300/lot to $400/lot. The complete listing of change in fees is available on line at the cemetery department website.

The installation of a hexagonal columbarium was completed in the spring. The columbarium is located at Pine Grove Cemetery and allows for burial of cremated remains. The Commission is in the process of establishing regulations and fee structure for the columbarium.

The addition of a side shift backhoe has been a welcomed piece of equipment for the department. The backhoe allows for greater flexibility in reaching gravesites. The backhoe has stabilization anchors which enter the ground at 90 degree allowing for minimal space requirements when setting up for digging. The side shift allows the backhoe to be set and not have to be moved to complete the digging of the grave.

BOARD OF CEMETERY COMMISSIONERS – CONTINUED

An Eagle Scout project design for a gazebo at Pine Grove Cemetery was approved. Nick Olson is the Eagle Scout candidate and anticipates completion fall 2012.

David Christiana, Fire Department, proposed to the Commission a marker and flag recognizing the graves of Westford Firefighters. The Commission approved the concept as David was completing the design of the marker. It is anticipated that the markers and flags will be ready in the late summer or early fall 2012.



Sale of lots - 93 (20 one grave lots; 27 two grave lots; 1 three grave lot; 4 four grave lots) with $34,560 to Perpetual Care and $23,040 to the General Fund

Burials - 34 full burials, 29 cremation burials, with $35,300 to the General Fund

Communications Advisory Committee

Tony Vacca
Chair

Jim Silva
Vice-Chair

Lynnette Hartwig

The Communications Advisory Committee (CAC) is the Westford town board that advises and represents the interests of the Westford Board of Selectmen in their role as Franchise Authority for cable television and with regard to other services provided by Westford's cable operators (Comcast and Verizon). The CAC also advises Town residents regarding similar services that may be provided by a variety of broadband companies, such services include Digital Subscriber Line (DSL) Internet access, and Voice over Internet Protocol (VoIP) local and long distance telephone service. The CAC does not deal with dial-up Internet access or conventional telephone service. Formerly called the Cable Advisory Committee, the CAC's charter was extended by the Selectmen in 2004 to include oversight of the additional broadband services mentioned, and the Committee's name was changed accordingly.

The CAC negotiates and enforces cable TV license provisions with Comcast, which has been the Town's cable operator since January 2003 – and now also with Verizon, incumbent as a cable operator in Westford since October 2009, when the Final License for FiOS TV was signed and entered into force. The CAC also serves as an advocate for individual Westford citizens in all matters involving the cable operators, as well as providers of other information and communication services (e.g., Internet access and IP telephony), which may be subject to a variety of regulatory frameworks. We encourage all interested parties to attend our meetings to air their concerns, to ask questions or just listen. CAC meetings take place on an occasional basis at the Town Hall or the J. V. Fletcher Library, usually starting at 7:00 PM. Check postings at Town Hall or website, www.westfordma.gov, meetings and agenda for specific dates, or contact the CAC to find out about upcoming meetings.

Apart from the issue of perennial price increases, and continued "curiosity" about FiOS service availability in some parts of town (see below), there have been very few concerns voiced by subscribers regarding residential cable service in Westford this year, under the ten-year term of the current Renewal License with Comcast, expiring December 30, 2014 and fifteen-year term of the License with Verizon, expiring October 24, 2024.

Verizon has largely completed their above-ground fiber-optic infrastructure build-out. However, construction in many areas served by underground utilities are still incomplete but do need to be completed by the fourth anniversary of the Verizon License (October 24, 2013). Verizon recently confirmed that they are on schedule to complete this requirement on time. Numerous inquiries to the CAC in 2010 from prospective FiOS subscribers involved complaints that Verizon will not share detailed construction schedule information with concerned citizens affected by FiOS construction delays. The company recommends that interested parties sign up online to get notified when FiOS service becomes available at their address. The CAC suggests that those in still-unserved areas enlist their neighbors to contact Verizon individually, in order to further emphasize the local demand in their neighborhood. Doing so might speed up construction there vs. areas with less demand.

COMMUNICATIONS ADVISORY COMMITTEE-CONTINUED

Verizon is currently providing service upon request to those whose streets have been connected to the FiOS network, and have been marketing heavily by mail and on TV ads. For their part, Comcast is reacting to the new competition by offering potentially attractive promotions to both current and new subscribers in Westford, and has been advertising new internet-based enhancements, branded under the name XFINITY. See http://xfinity.com for more details about these service enhancements.

Verizon provides support for Local Access (PEG) programming for Westford FiOS TV subscribers in a similar fashion as has long been available from Comcast – i.e., by providing funding and Local Access infrastructure to Westford CAT. The new Meeting Room at the restored Town Hall – as well as several other Town Buildings with prior Comcast Local Access video origination – were all connected to the FiOS network during 2010, and are being used for live FiOS TV broadcasts.

Other important concerns of the CAC continue to involve the operations of Westford Community Access Television (Westford CAT), during its sixth year as Westford's Local Access Provider. Westford CAT is an independent non-profit corporation and is governed by a Board of Directors comprised of members of the Westford community. The organization functions in accordance with the associated Public, Educational and Government (PEG) Access provisions in the Comcast Renewal License, as well as the more recent Verizon Final License.

Here is an overview of the operation of the current Westford PEG access channels:

Public Access – Comcast Ch. 8 / Verizon Ch. 35
The Public Access channel showcases programs developed by community members utilizing Westford CAT's studio facilities and/or editing capabilities. Programs from other towns that Westford residents would like to sponsor locally can also be scheduled on this channel. PEG Access infrastructure can support live programming from the studio and several remote locations. Contact Westford CAT for information on their policies regarding live programs and on how to get involved in making your own shows as well. Locally produced programs can be viewed online at any time via streaming video.

Educational Access – Comcast Ch. 99 / Verizon Ch. 33
The Educational Access channel may be used by Westford educational institutions to show programs they produce or sponsor. This includes both the Westford Public Schools and Nashoba Valley Technical High School. Live broadcasts and streaming video of locally produced Educational Access programs are sometimes available.

Government Access – Comcast Ch. 9 / Verizon Ch. 34
The Government Access channel broadcasts both live and pre-recorded programs involving the local Town Government in Westford – including Board of Selectmen meetings, School Committee meetings, Planning Board meetings, as well as special local government events, such as Town Meeting. These meetings can also be viewed online at any time via streaming video.

Communications Advisory Committee-Continued

For more information about Westford CAT, including program schedules, more details about their operations, and links to online program content via 24/7 streaming video, visit their website: westfordcat.org.

The Westford CAC can be contacted by letter mail at Town Hall, or preferably by sending email to: cac@westfordma.gov. CAC Chair Tony Vacca also invites telephone inquiries and voicemail at his home phone, 978-692-2905.

Community Preservation Committee

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents pay a 3% property tax surcharge to fund such community preservation projects.

Kathleen Healy
Chair (At-large)

Committee representation
Marilyn Frank
Vice-Chair
Conservation Commission
Scott Hazelton
Housing Authority
Kate Hollister
Planning Board
John Cunniffe
Historic Commission
Ken Hanly
Parks and Recreation Commission

At-large members
Christine MacMillan
Elizabeth Michaud

FY 2012 Community Preservation Funds: $1,856,122.78

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, the town is eligible for additional funds from the state that other communities may not be eligible for. Westford received a 28.8% state match of $386,547 on October 14, 2010.

However, due to the decrease in revenue at the Registry of Deeds and the increase in the number of communities who have adopted the CPA program, Westford received a state match of $385,895 on October 15, 2011. The state match was only 21.0% of matching funds.

In FY 2012, Westford locally raised $1,500,227.78 in Community Preservation funds.

Westford has an annual commitment of approximately $800,000 for its bond payment for the purchase of East Boston Camps. In addition, CPC funds were also used for the Town Hall renovation. The annual debt payment is under $90,000 annually.

3% Community Preservation property tax surcharge	$1,361,387.74
Investment income	$106,484.46
Interest on late tax payments	$2,355.58
Local FY 2012 Community Preservation total	$1,500,227.78
State Match (received 10/15/11)	$385,895.00
TOTAL FY 2012 Community Preservation Funds	**$1,856,122.78**

In 2012, the Community Preservation Committee (CPC) recommended projects at the Annual Town Meeting.

March 24, 2012 Annual Town Meeting

On March 24, 2012, the CPC recommended and Town Meeting unanimously approved $1,170,006 in community preservation projects. A transfer from the undesignated fund balance to the community housing reserve was made in the amount of $183,743 and a transfer from the undesignated fund to the historic resources reserve was also made in the amount of $95,143.

Open Space Funding

$190,000 Conservation Trust Fund
The funds were designated to be used for future land purchase by the Conservation Commission. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

$8,635 Nabnasset Lake Preservation Association
To the Nabnasset Lake Preservation Association in order to control and treat the invasive and nuisance aquatic vegetation in Nabnasset Lake and any other related costs. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

Community Housing Funding

$261,885 Affordable Housing Trust
To the Affordable Housing Trust for the creation, preservation, support, rehabilitation or restoration of affordable housing and any other related costs. These funds were appropriated from the Community Preservation Community Housing Fund Reserve Account.

$300,000 Residences at Stony Brook Phase II
To supplement the funding for the Residences at Stony Brook Phase II project that will create 36 additional affordable housing units. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

Historic Funding

$18,000 73 Main St. & 170 Plain Rd. Fire Protection Feasibility & Design

For the feasibility and design of fire protection improvements for town owned buildings leased by The Roudenbush Community Center, Inc. located at 73 Main Street and 170 Plain Road and any other related costs. These funds were appropriated from the Community Preservation Historic Resources Reserve Account.

$73,000 65 Main Street Fire Protection Design and Installation
For the design and installation of fire protection improvements for the Roudenbush Community Center, Inc. located at 65 Main Street and any other related costs. These funds were appropriated from the Community Preservation Historic Resources Reserve Account.

$39,600 Historical Preservation Planning Support
For the purpose of hiring a consultant to provide Historical Preservation Planning Support and any other related costs in accordance with Community Preservation regulations. These funds were appropriated from the Community Preservation Undesignated Fund Balance.

Administrative Funds

$15,000 Community Preservation Committee Administrative Expenses
Community Preservation Committee administrative funds are used for expenses such as copying, public hearings, legal opinions, annual dues and approximately 230 hours of professional staff support per year to assist in coordination and administration of CPC projects. These expenses are appropriated annually, as unused expense funds are returned to the undesignated Community Preservation Fund.

Appreciation

The Community Preservation Committee would like to recognize Town staff, boards, and officials for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

Conservation Commission

The Commission generally meets on the second and fourth Wednesday of each month at 7:30 P.M. The Conservation Commission is the Town body responsible for administering the State Wetlands Protection Act and local non-zoning wetlands bylaw so as to protect the town's wetlands and their resource values. The Commission also acquires and holds land on behalf of the Town for protection of the Town's natural resources and watersheds.

Eric Fahle
Chair
Peter Mahler
Vice Chair

Marilyn Frank
Ann Jefferies
John Cunningham
Jim Gozzo
Brian Douglas

Staff
William Turner
Conservation/Resource Planner

Wetlands Protection Act and Local Non-zoning Wetlands Bylaw Administration

A summary of the kinds of project review and the number of filings by type for the last ten years are provided on the Statistics Page at the end of this report.

Significant new filings reviewed and approved in FY12 included significant public works projects, including resurfacing of Rt. 495, major reconstruction of the Minot's corner intersection, reconstruction of the Flagg Rd. and Main St. intersection and installation of water mains on Graniteville Road, Bridge St. and River St. The most significant residential project reviewed was a revision of a 200 unit affordable housing project located south of Littleton Road at the Chelmsford town line, known as Princeton Westford Apartment Homes. The most significant commercial project was an application for a 100,000 square foot addition to the Red Hat facility on Littleton Rd. An increase in applications for additions and teardown and house reconstructions reflected the improving economy. Much construction activity continued on large projects previously approved by the Commission, which required periodic site inspections by staff or contracted inspectors. These included the Cornerstone Square commercial development at Littleton and Boston Roads, and the residential developments of Graniteville Woods off North Main St., Laughton Farms, off Lowell Rd., St. Augustine Drive off Groton Rd., Aldrich Farm Estates off Chamberlin Rd. and Tadmuck Meadows II off Tadmuck Rd.

The Commission issued four Enforcement orders and fines in the amount of $350.00 during the course of the year. These Orders and fines were issued in relation to unpermitted disturbance in or near wetlands.

Any kind of new disturbance, not just construction of new structures, such as clearing of vegetation or excavating or filling of land in or within 100 feet of wetlands requires the approval of the Commission. If you are considering such work, please contact the Commission's agent, William Turner, at 978-692-5524, who will be happy to advise you whether the proposed work is near wetlands, and if so, what the permitting requirements will be.

The Commission and staff also spent significant time working on concerns regarding drainage of Boutwell Brook in the area between Forge Village Rd. and Old Homestead Rd. Elevated levels in the area have been of concern to home owners.

The Town Engineering Department surveyed elevations of the inlets and outlets of culverts and of the stream channel at various points. Under an Order of Conditions the Central Massachusetts Mosquito Control Project performed channel cleaning services, and the Town Highway Department assisted in cleaning of culverts to assure that the drainage pathways were open so that water could flow though the area as efficiently to the extent possible given existing culvert sizes and elevations and the very slight drop in elevation across this section of Boutwell Brook.

The Commission brought one amendment of the non-zoning wetlands bylaw to Special Town Meeting in the fall of 2012 to change the definitions of "Pond" so as to provide an exemption for active quarries and "Freshwater Wetland" so as to also provide an exemption not only for smaller active quarries, but also for areas created for stormwater detention or retention that may have taken on wetland characteristics. Both changes were made to make the definitions consistent with definitions under the State Wetlands Protection Act.

East Boston Camps

Guard Up! Inc. of Burlington, MA completed their first year of a five year lease for an overnight camp using the facilities at the Boys Camps area of East Boston Camps, with 120 campers enjoying the six-week role-playing programs in July and August. Working towards the camps master plan goal of continuing to have the camp accessible to children from low income families, $8,698 in scholarships were provided to assist 15 children to attend the camp. Guard Up! provided over $12,500 in camp repairs in addition to the $14,000 cash lease payment. That payment went to the revolving fund created for the camps at the 2011 Annual Town Meeting to which all receipts for rentals of the camps facilities, as well as grants and donations are deposited and which are used towards the maintenance of the camp facilities. Over $21,000 was collected for the first year of the fund.

The Recreation Department, under the oversight of Director Pat Savage, ran a number of programs at the Camps, including their popular Destination Exploration and Counselor Leadership programs in which over 600 children and young adults participated. The Recreation Department now runs the facilities licensing program for EBC. Certain buildings are available for overnight stays, functions or other programs. More information on the summer programs and licensing is available at the Recreation Department website at: http://westfordma.gov/pages/Government/TownDepartments/WestfordMA_Recreation/index

Volunteers continued to play a large part in helping maintain and improve East Boston Camps.

The Friends of East Boston Camps ran very popular fundraising events attended by hundreds of people in the Spring and Fall and renewed its license from the town to continue renovations and repairs to the Kitchen/Dining Hall, Infirmary, Bat Cave, Duplex, and Nashoba Lodge. The bathhouse was added to this list, as it is anticipated the dilapidated old structure will be demolished in the fall of 2012 in hopeful anticipation that the fundraising for construction of a new bathhouse will be completed in the near future.

The Westford Academy Service Team returned for a third year to the Camps. With the guidance of faculty advisers Libby Porter and Cory Roman, the over 35-member-strong team spent Saturday, May 14, 2012, on a variety of projects across the camp grounds, including refurbishing the Day Beach, painting the exteriors of five cabins and reinforcing storm water runoff bars to help control erosion on the path to the Boys Beach and installation of a new fire pit. Also helping were residents Peter Mahler, Kate Hollister, Dana Porter, Conservation/Resource Planner Bill Turner, along with Caretaker George Fletcher. Our thanks to Dick Waterhouse of Westford for donating his services in prepping the cabins for painting, something he also did for the Infirmary and Cook's Cabin to prepare them for painting by a student volunteer group from the Middlesex School in Concord. Our thanks to Assistant Director of Community Services Paulo Torres, faculty members Kelly Marchand and Ryan Dubray and the twenty students who spent September 26, 2011 painting those important buildings.

Eagle Scouts once again completed important projects at East Boston Camps. Our thanks to Daniel Mulligan for building bunk beds for two of the cabins, to Brian O'Neal for building a handicap access ramp to the Broken Arrow cabin and to Tim Marple for replacing benches and building new picnic tables and trash receptacle containers at the Day Beach.

Our continuing thanks to these groups and individuals for their hard work and dedication towards preserving this community resource and also our thanks to the Parks, Recreation and Cemetery Department, the Highway Department and the School Department for their help in maintaining the property. And always, our thanks to long time Caretaker, George Fletcher, for his dedication and devotion to this special place.

Other Conservation Lands

Besides East Boston Camps the Commission has over 1,700 other acres of land under its care and custody throughout the town providing important outdoor recreation opportunities. On these lands volunteers also are a critical part of their maintenance. The Westford Trail Stewards, led by Kate Hollister and Bill Harman, provided important work on keeping these lands accessible and clean. At the end of the year Kate Hollister informed the Commission that after 11 years she was resigning from the Trail Stewards Steering Committee. The Commission is very sad to see her leave this important post and wishes to thank her for her dedication and invaluable work in helping keep the town's trails open and clean for the hundreds of people who use them every day.

If you are interested in participating in this group, contact Bill Harman of the Stewards Steering Committee (692-3907). More information on this program is available at the Commission's website.

Eagle Scouts candidates also provided valuable service projects on other conservation lands. Thanks to Hayden Lee who put trail markers up on the Emmet Conservation Land; to Lukas Hunker for getting a gazebo built at Freedom Park on Pond St; to Alex Noone for posting stream awareness signs at the many places where these flow under the roads in town; to Eugene Bush for completing a major section of footbridge across the Boutwell Brook marsh near Evergreen Circle; and to Nathan Prentice for

installation of signs and benches for Freedom Park. Also our thanks to Dave Benoit and Anna Forsyth for their community service project of adding a wheelchair ramp to the new gazebo at Freedom Park, along with new benches and an extension to the existing brick pathway.

The acquisition, protection and preservation of open space land has been for decades and continues to be a key component of the community's master plans. Good progress was made in protecting significant open space in FY 12. A permanent conservation restriction was approved by the state on 68 acres of land associated with the Graniteville Woods development off West St. and North Main St. This area is a significant addition to the nearly 72 acres of existing Town owned land under the care and custody of the Conservation Commission off Cowdry Hill Road and to Town Forest land to the North. It is an interesting area of ledgy outcrops with young pine and oak forest, dotted with small abandoned quarries, and has a number of foot trails that will be open to the public. It is entirely located within estimated and priority habitat for state listed species by the Natural Heritage and Endangered Species Program (NHESP), a trait that is shared with the other permanent conservation restriction approved during the year for 13.74 acres located east of Tenney Rd. north of Keyes Pond on land of the Rose family associated with the construction of new homes. Protection of state listed species was similarly enhanced by the conveyance of three parcels from the care and custody of the Tax Possession Sale Committee to the Conservation Commission by approval of Special Town Meeting in the fall of 2011. These parcels, all located within estimated and priority habitat as identified by NHESP, consist mainly of wetlands and stream course and comprise over 14.25 acres located along Vine Brook, with two parcels located just north of Banbury Drive and the other just east of the southern end of Vine Brook Road, which is an important addition to the Emmet Conservation Land.

Michael and Anne Gagnon of Bear Hill Farm in Tyngsboro completed the second year of their lease of the Day Agricultural and Conservation land located off Graniteville Road for an organic farming operation. 2012 is a resting year for the land, with a cover crop being planted to help build up the soil.

The management contract for the Hill Orchard expired at the end of 2011 and a Request for Proposals was issued for a new three year contract. Three proposals were received. While the bidders were all well qualified, based upon experience and the price proposed, the contract was awarded to Anthony and Fenella Levick of Monadnock Berries of Troy New Hampshire, who have managed the orchard since 2000. If you would like more information on Hill Orchard or the Levick's own farm operation, located In Troy, NH, visit their website at www.monadnockberries.com.

Invasive Plants

Efforts to control the extremely invasive Mile-a-Minute Vine, a rapidly spreading, spiny annual vine growing at rates of six inches per day, smothering native vegetation on its way to attaining a final length of 20 feet, continued into the fall of 2011 in a program developed and led by Eagle Scout Aziz Rangwala. The plant had been indentified on land at the Laughton Farms subdivision and on land off Grey Fox Lane. 16 "pulling events" were conducted at the two sites, 87 large bags of plants were pulled and properly disposed of, and 318 hours of volunteer hours were contributed.

Volunteers were from the Westford Land and Trail Stewards, the Westford Conservation Trust members, Westford Academy students, other concerned residents, people from other surrounding towns and state employees.

While inspections in October revealed no plants, it was fully expected that new growth would re-emerge in 2012 as the seeds of the plant can remain viable for over five years in the soil. Therefore, the Westford Conservation Trust agreed to continue a control program, not only for Mile-a-Minute vine, but also for other invasives listed by the State, including one called Japanese hops that had emerged strongly in the same areas as the Mile-a-Minute vine. The program, led by Ron Gemma, applied for and was given approval by the Commission for removal of Japanese hops as well as other invasives by hand from wetlands and buffer zones, and began a series of "pulling events" in the spring.

We'd like to thank Aziz, Ron and the Westford Conservation Trust and all the volunteers that have contributed to this important task to try to rein in these plants that are threatening existing wild plants, wild animal food sources, recreational venues and the natural scenic beauty of the town. If you would like to learn more about this program and are interested in becoming involved, you can find more information and register to help at the following website: www.westfordinvasivespecies.webs.com.

Water Quality Sampling

The stream water quality monitoring program for the Stony Brook and Nashoba Brook watersheds begun in 2006 continued under the leadership of Kate Hollister and Diane Duane with support from the Commission and the Westford Conservation Trust and in association with the OARS. Besides providing the Commission with important information about the effectiveness of stormwater control measures being instituted in the watersheds of these rivers, and identifying any challenges to the interests protected under the Wetlands Protection Act, particularly protection of public and private water supplies and fisheries and wildlife habitat, the project will be of use to the Town Engineering Department in relation to the Town's obligations under the National Pollution Discharge Elimination System. Contact Kate Hollister at 978-392-6802 or kdemh@comcast.net for more information or to volunteer. All training is provided.

The Commission

The Commission saw membership changes during the year. Brian Douglas announced his resignation and Robert Boonstra of Alcorn Crossing was appointed by the Selectmen to fill the position. Our deep thanks to Brian Douglas for his service and our best wishes for his further endeavors. Commission members also participated on other town committees. John Cunningham serves on the Public Works Initiative Committee, Capital Planning Committee, Budget Solutions Task Force and Master Plan Implementation Committee. Jim Gozzo is a member of the East Boston Camps Advisory Committee and Town Forest Committee and is also an Election Officer (Precinct Warden). Marilyn Frank is also an Election Officer (Warden) and serves on the Community Preservation Committee.

CONSERVATION COMMISSION – CONTINUED

If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands and other natural resources, please visit the Commission's website, which can be accessed at www.westfordma.gov/conservation .

CONSERVATION COMMISSION STATISTICS*

Summary, Filings Received, 2001 – 2012 (2001 to 2010 on calendar year basis, Thereafter on Fiscal Year basis (FY)(FY '11 is from July 1, 2010 to June 30, 2011, FY '12 is from July 1, 2011 to June 30, 2012, etc.)

Year	Requests For Determination	ANRAD	Notices of Intent	Emergency Certificates	Violations/ Enforcement Orders
2001	21	0	57	23	9
2002	18	0	58	26	6
2003	12	6	50	16	5
2005	12	5	34	16	3
2006	18	6	28	16	2
2007	17	4	24	7	7
2008	12	5	29	10	5
2009	12	0	29	13	12
2010	15	1	41	7	4
FY 11	13	0	36	7	4
FY 12	13	0	39	13	4

*The work by the Commission involves several types of review: (1) "Request for Determination," in which the Commission is asked to approve relatively minor work within 100 feet of wetlands; (2) Abbreviated Notice of Resource Area Delineation (ANRAD) in which the Commission is asked to approve a surveyed plan showing wetland boundaries. (NOTE: The ANRAD process was adopted in 2000. Prior to that the Request for Determination filing was used for confirmation of wetlands boundaries) (3) "Notice of Intent", meaning that an applicant has notified the town of an intention to build a structure or any type of work in a wetland or the land around a wetland. (4) Emergency Certificate, when rebuilding a septic system or some other emergency work necessitates alteration of a wetland or nearby land on short notice. The Commission issues Enforcement Orders in relation to violations of the State Act or local bylaw when work commences within a jurisdictional area without a proper permit from the Commission, or work is conducted in violation of the conditional requirements of a permit issued by the Commission.

Council on Aging

Helena Crocker
Chair

Nancy Cook
Dorothy Hall
Dini Healy-Coffin
Patricia Holmes
George Rogers
Robert Tierney

The staff at the Council on Aging has completed two years in June at the recently renovated and expanded Cameron Senior Center, 20 Pleasant Street. Our office hours are Monday through Friday 8 AM to 4 PM and we can be reached at 978-692-5523. We encourage all seniors who are age sixty and over to stop by and see what we have to offer. Please visit our website at westfordma.gov/coa to gather information on an activity or service we provide. Our monthly newsletter is posted on our website and we will gladly put you on our mailing list by contacting cfrance@westfordma.gov. Our facility is air conditioned and has a generator to act as a warming or cooling station shelter during power outages and heat waves. We have WiFi for those in need of using the internet.

This year we were faced with sadness in the passing of Cecilia Healy, a member of the Council on Aging for over 40 years and a member of the Friends of the Cameron Senior Center. We also experienced the passing of two of our Boston Post Cane recipients, Mary O. Jensen and Bertha Healy. Our hearts go out to these families on their loss of a loved one.

Dini Healy-Coffin a former Selectperson, was appointed to the Council on Aging this year. We appreciate her willingness to serve. She is the daughter of former board member Cecilia Healy.

The senior (age 60 and over) population is now 4,032, which is an increase of 7.7% over last year. While only 50% of the seniors come to the Cameron we continue to experience significant growth in activity participation and services. The staff and volunteers spend many hours focusing on the needs of the homebound to make sure that they remain safe in the community. A brief overview of our services include S.H.I.N.E. (Serving the Health Information Needs of Elders) counseling, Money Management, S.N.A.P. (formerly food stamps) applications, Fuel Assistance intake site November through April, Notary Public, tax relief program administration, holiday baskets for community members, bucket brigade (delivery of a bucket of sand), yard work, meals on wheels, outreach and transportation.

Some of our offerings for FY12 are listed below:

- 23rd Annual Gay Nineties Celebration with a major sponsor being Emerson Hospital
- Participation in our Fitness room which includes the use of our strength and cardio equipment and membership reimbursement from health insurance carriers
- Formation of a Caregivers Support Group at Cameron the first Wednesday evening of each month
- Community Food Pantry expanded distribution to two weeks per month and is staffed by volunteers
- A Quilting Club which now meet every Monday

- Federal and State income tax applications were completed for 192 clients
- Health Resource Fair conducted in the fall and spring
- Celebrated National Senior Center Month with an interactive performance of "Lizzie Borden & the Forty Whacks"
- Art Showcase by local artists
- A warming station throughout the October 2011 storm
- "To Stay or Not To Stay?" ongoing series presented by Coldwell Banker Real Estate

Social Services

The maintenance of independence for as long as possible, and a safe and secure environment in which to live for all of Westford's growing number of seniors are the goals of the Council on Aging. Guidance and support are available and encouraged for our senior residents and their families especially at times when changes are likely to take place. To that end, we extend referrals, consultation, help and direction to families who are out of the area and who are in need of assistance for their loved ones in Westford. Council on Aging staff includes a full-time Social Worker and a part-time Outreach Coordinator who is available twenty hours a week. In addition, assistance and support are available for non-elder residents on an increasingly regular basis. The team offers a well-rounded approach to our services.

With our newly renovated building, the visibility and reputation of our department is continually increasing. Social Services numbers have been solid as a result of staff longevity and a strong outreach effort. In FY12 the Social Services team had 1098 office visits and over 4000 telephone calls. We made 690 home visits, a 20% increase. The numbers do not reflect the amount of time spent with clients since visits regularly involve more complex issues and follow-up with families and other resources through further phone calls, office and home visits.

In FY 12 we had a Social Work student intern, Danica Kurzhals, from Wheelock College whose work with us included a beautiful update of our Council on Aging at the Cameron Senior Center brochure. We are most grateful to her for her contributions to our department and we wish her well as she begins graduate school.

YEARS	2008	2009	2010	2011	2012
HOME VISITS	737	674	579	578	690
OFFICE VISITS	630	747	896	1218	1098
TELEPHONE CALLS	4319	3985	4020	5113	4132

COUNCIL ON AGING – CONTINUED



Transportation

Van service provides transportation for the elderly and disabled of Westford to keep medical, nutritional, social, shopping and other appointments. This service operates within Westford and surrounding towns.

Three vans provided transportation for medical, shopping, social, appointments, and Cameron Center activities. The combined transport service covered 59,712 miles. One -hundred-fifty individual (unduplicated) seniors and disabled people availed themselves of this service. The table (below) shows the use by unduplicated riders and mileages for the last five years.

YEARS	2008	2009	2010	2011	2012
UNDUPLICATED	207	208	154	147	150
MILES	65,528	66,549	65,851	66,708	59,712

- Rides for 868 medical and 589 shopping trips
- Rides for 1736 trips to and from the Cameron Senior Center for social, nutritional, recreational, and educational functions
- Transportation for an additional 277 riders to a special event occurred on September 28, 2011. These riders are not included in the YEARS box above

COUNCIL ON AGING – CONTINUED

On May 23, 2012, the Lowell Regional Transit Authority (LRTA) transferred three newer vans to the Town. Two of the vans, which carry nine passengers and are year 2007 models, are now owned by the Town of Westford. A 2011 model is a 20- passenger van that is leased from the LRTA at no cost to the Town.

STAFF

We all wish Judy Ramirez, our wonderful Social Worker at the Council on Aging for many years, a happy retirement. We accepted the resignation of van drivers Ginger Burke, Fred Palmer and Jeanne Cronis, and thank them for providing excellent service to the seniors over the years.

Joanne Sheehan, Director of Elder Services
Judith Ramirez, L.I.C.S.W., Social Worker
Annette Cerullo, LSW, Elder Outreach Coordinator
Claire France, Records Supervisor
Marjorie Hunter, Registrar
Jean Mahoney, Registrar
Eugene Jungbluth, Lead Van Admin.
Laura Mathis, Lead Van Dispatch
Christopher Mitchell, Maintenance
Angela Gagne, Volunteer Coordinator
Mary Sudak, Evening Supervisor
Joan Greenwood, Receptionist
Edna MacNeil, Receptionist
Tim Donovan, Driver
John Duffett, Driver
Bill Ewers, Driver
Bob France, Driver
Ed Greenwood, Driver
Al MacGilvray, Driver
Richard Bennett, Nutrition
Betsy Bulger, Seasonal
John Wilson, Seasonal

Cultural Council

The Westford Cultural Council received a total of $3870 from the Massachusetts Cultural Council to distribute to organizations and individuals who applied for grants to support cultural activities that benefit Westford residents. The council was able to add to that amount from available funds, to reach a total of $4315 of grant money. In awarding grants, the council seeks to serve a broad spectrum of Westford's population. The council received 27 applications and awarded grants to the following 16 applicants:

Norman Bristol
Chair

Barbara Bergin
Treasurer

Alison Bortolussi
Ruth Coleman
Celeste Falcone
Mary Lyman
Angela McAlister
Christine Robinson
Debra Siriani

- Blanchard Middle School Theatre: $250 to sponsor the Massachusetts Middle School Drama Festival.
- Richard Clark: $350 to stage the two-person play *Love Letters* for the Westford Council on Aging.
- Contemporary Arts International Inc: $350 to support their 2012 Stone Carving Symposium.
- Delvena Theatre Company: $250 to bring their performance of *W.C. Fields and Mae West* to the Cameron Senior Center.
- Indian Hill Music, Inc.: $50 to support their *Bach's Lunch* community concert series.
- Mr. Vinny's (Lovegrove) "Little Puppet" Puppet Show $250: Performance at the J.V. Fletcher Library.
- Jay Mankita, Singer-Songwriter Eat Like a Rainbow $250: Performance at the Westford Farmer's Market.
- Jeanne Masterman: $265 to sponsor *A Concert of Classical Songs for the Young at Heart.*
- Westford Parks and Recreation: $500 to support their *Concerts on the Common* series.
- Middlesex Children's Chorus (Emily Piper): $300 to support their winter program, *Bon Hiver*.
- Robert Creeley Foundation, Inc.: $150 towards the Annual Poetry Award ceremony at Acton-Boxborough Regional HS in March 2012. In addition to an award to poet Thomas Lux, two Massachusetts high school students are awarded prizes. Students from Westford have entered this competition.

Cultural Council – continued

- The Discovery Museums: $200 to support their *Especially for Me* program for children with hearing impairments.
- The Marble Collection (TMC): $50 to support this literary magazine for high school students.
- Blanchard Middle School West Street Serenaders: $400 to support activities of the vocal group, including performances at town events throughout the year.
- Westford Chorus: $500 to support their *Made in the USA* program at the Methodist Church in Westford.
- Carol Wing: Learn how to Vermicompost: $200 to support a demonstration on vermin-composting.

For more information on the Cultural Council, see our page on the town's website under Community, www.mass-culture.org/Westford or email culturalcouncil@westfordma.gov.

Emergency Management Agency

The Emergency Management (E.M.) Agency provides emergency planning, coordination, and procurement of resources during an emergency. Additionally, E.M. assists citizens, businesses, and the community respond to, recover from and mitigate emergencies both manmade and natural.

Joe Targ
Co-Director

Tim Whitcomb
Co-Director

The heat of July brought the opening of a cooling center at the Cameron Senior Center. Elderly residents and those in need of assistance were closely monitored by the Senior Center staff.

On August 23, a 5.8 magnitude earthquake occurred just before 2 p.m., centered near Richmond, Virginia. Although the tremors were felt here in Westford, no damage was reported.

Less than a week after the earthquake, Hurricane Irene struck the eastern seaboard. Initial forecasts predicted our area was in for a major storm. E.M. met throughout the week with state officials, formulating a game plan. Preparation for a shelter at the Blanchard School began. The storm rolled through with much less strength than expected and despite 2 inches of rain and over 2,000 power outages, the shelter was not needed. Due to damage from the storm, the town submitted $74,772.60 to FEMA for reimbursement.

Late October brought a snowstorm that left over ¾ of the town without power. Through the cooperation of E.M., Police, and Fire, a shelter was opened at the Blanchard School on October 30th, staying open around the clock through November 3rd. Approximately 100 people used the shelter during the day for showering, food, phone charging and keeping warm, while around 50 people spent the night. The Highway Department submitted $133,217.88 to FEMA and was reimbursed 75%, while the Federal Highway Administration reimbursed 100% of the $212,685.92 submitted by Highway. Other town departments submitted an overall total of $92,783 to FEMA, once again at a 75% reimbursement clip.

During fiscal year 2012 E.M. applied for 3 grants: a 2009 EMPG grant for $7,000, a 2009 EMPG supplemental grant for $1,900, and a 2010 EMPG grant for $4,500.

The Comprehensive Emergency Management Plan was updated, and we worked on finalizing the Continuance of Operation Plan for the town. With the help of the Northern Middlesex Council of Governments, we updated the Hazard Mitigation Plan and are waiting for approval from the State. NMCOG and our Homeland Security Council provided a mapping project for the town's evacuation routes.

E.M. along with representatives attended a tabletop workshop through the Shriver Center out of UMass focusing on emergency sheltering, held at Chelmsford Police Department, and an Emergency Operations Center Management Training, Regional Hazmat Drill in Groton.

Thanks to the guidance of the IT department, a decision was made to implement a new emergency notification system using CodeRed. This product allows residents to sign up for several methods of being notified, as well as calling publically listed phone numbers throughout town.

Emergency Management Agency – continued

Westford E.M. continues to maintain our membership with the North Middlesex Area Emergency Planning Committee as our Regional Emergency Planning Committee.

We also appreciate our long standing partnership with the volunteers of PART, as well as the continued support and cooperation of all town departments that work with us throughout the year.

Energy Committee

"Advising and assisting the town by researching, identifying, designing, recommending and implementing programs and equipment to encourage and achieve energy efficiency and conservation."

Jeff Geller
Chair

Kathleen Canavan
Vice Chair

Drew Vernalia
Member
Zhaohui Zhang
Member
Syed Shah,
Alternate

In 2012, the Energy Committee continued to work towards achieving the goals of supplying energy to the town at a reduced cost, and simultaneously decreasing the demands for energy usage. Some of our main initiatives included researching options for securing renewable energy credits; we endorsed the authorization to enter into a contract to secure net metering credits from a reliable renewable energy developer; we worked with the Land Use Director to review the bylaws which would encourage solar development within town, and we reviewed the option to seek a purchase power agreement.

The committee also thanks Board of Selectman liaison Valerie Wormell for the guidance, support and encouragement she provided. Additionally, the committee thanks Assistant Town Engineer Jeremy Downs, Land Use Director Angus Jennings and Assistant Town Manager John Mangiaratti for their continued assistance and support. The committee meets on the second Monday of each month, at 7pm in the police training room. The committee can be reached via email at: energy@westfordma.gov.

Renewable Energy Contacts
In the past year, the town has received numerous requests to enter into renewable energy contracts. The committee has worked with the Assistant Town Manager John Mangiaratti, to review all the options. It is a changing market with variable options.

Energy Reduction Plan
In 2012 the Committee has been working on an Energy Reduction Plan. The first step of this plan is to solidify the energy consumption data in the MassEnergyInsight software program. This work is ongoing.

Energy Efficiency
In 2012 the committee reviewed and advised on retro-commissioning reports. The Committee is working with Assistant Town Manager John Mangiaratti, Library Director Ellen Rainville and Police Chief Tom McEnaney to follow up with retro-commissioning and lighting surveys.

The Committee is also continuing its work with the Westford Public Schools, assisting and advising on additional energy efficiency projects in partnership with National Grid.

Nation Grid October 2011 Storm Relief
In 2012 the Committee and the Town Administrators met with National Grid to address issues regarding a slow response after the 2011 October snow storm. This had been an ongoing effort to improve the channels of communication and increase the progress for repairs.

Conclusion
In 2012, the Energy Committee was able to make significant progress on projects. The committee looks forward to securing renewable credits in 2013.

Engineering Department

Paul Starratt, P.E.
Town Engineer
Jeremy Downs, P.E.
Assistant Town Engineer
Bill Kenison
Engineering Inspector

Final design of the Littleton Road Reconstruction Project was completed in 2012 with an anticipated construction start date in the Spring of 2013. This 4.7 million dollar project is being funded through the State Transportation Improvement Program, and will include new lanes and pedestrian facilities at the intersection of Boston Road, Littleton Road and Carlisle Road, locally known as Minot's Corner. Overall intersection operations and safety will be improved by increasing the capacity of the intersection which has not been updated since 1985. The Engineering Department will continue to work with MassDOT, town officials and the designer, Fay, Spofford & Thorndike, through the successful completion of this important project.

In 2012, the Engineering Department started providing the town with facility support services to help maintain and manage some of the municipal properties. Cost saving measures have been introduced, including combined service contracts for elevator inspections and emergency generator preventative maintenance. Significant progress was made in developing a comprehensive inventory of facility systems.

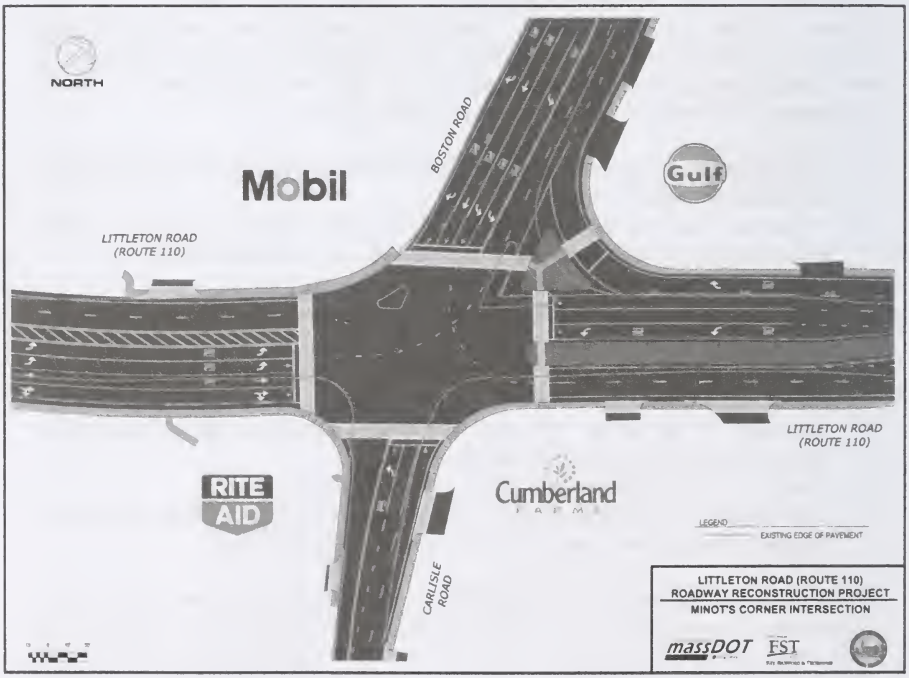
This department also has responsible charge for public projects that must meet local, State and Federal requirements for procurement, environmental impact, transportation, safety, zoning and accessibility. Engineering responsibilities for these projects include design, estimates, construction management and inspectional services. Private projects are also reviewed for compliance with town ordinances in stormwater management, traffic and subdivision rules and regulations. In 2012, Engineering was involved with the following public projects:

- Conceptual plans, preliminary traffic analysis and soil evaluation for a proposed fire station in Parker Village.
- Preparation and submission of a Hazard Mitigation Grant Application for the Keyes Brook Culvert Replacement Project on Route 40 (Groton Road).
- Maintenance and operation of the Town Center Sewer System.
- Construction inspection for site work at the Cottages in the Woods Affordable Housing Project on Boston Road.
- Extensive elevation survey of 45 groundwater monitoring wells in support of the Perchlorate Remediation Program.
- Oversight of the Route 110 (Littleton Road) and Boston Road intersection improvements through the final design phase.
- Continued oversight of the landfill gas monitoring program.
- Staff support to the Planning Board, Conservation Commission, Zoning Board of Appeals, Energy Committee and Unaccepted Roads Committee.

The Engineering Department works closely with the Highway Department, Permitting Department, Conservation Commission and Recreation Department to support the maintenance and operations of the town's infrastructure. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. Key responsibilities are as follows:

- Attend development review meetings and public hearings in coordination with the Planning Board and Zoning Board of Appeals, to review applications for compliance with town standards and appropriate engineering practices.
- Conduct inspections of work within the public right-of-way and on developing parcels throughout the construction process.
- Provide assistance to the public regarding right-of-way issues.
- Review road opening permits and calculate road opening bonds.
- Administer and coordinate engineering consultant contracts.
- Perform minor traffic engineering analyses.
- Respond to neighborhood concerns and requests.

Additionally, the Engineering Department has a lead role in the management of the U.S. Environmental Protection Agency's Phase II Stormwater program that requires the town to meet permit thresholds in order to discharge stormwater runoff into our natural resources. In order to protect and preserve the natural resources in Westford, this department worked with the School Department in a week-long course to teach stormwater responsibility to all fifth grade students through the Living Labs program. Students are introduced to the concept of stormwater, including an outdoor demonstration of a catch basin and rain garden as well as an indoor lab that teaches map reading and watershed principals.



Completed Design of Minot's Corner Project

Finance Committee

The Finance Committee is an independent town board whose members are appointed by the Town Moderator for overlapping three-year terms. The Committee is charged with advising Town Meeting on all matters with a financial impact on the town.

To make informed recommendations, committee members regularly consult other committees and town officials. Members of the Committee regularly attend School Committee, Board of Selectmen, Budget Solutions Task Force, and Permanent Town Building Committee meetings, among others, in order to keep abreast of matters with fiscal impact.

Michael Princi
Chair
Mark Kost
Vice-chair
Jeanne Drula
Clerk
Ellen Doucette
Al Herget
Matthew Lewin
Ingrid Nilsson
Rose O'Donnell
Dennis Wrona

An extensive review process and much deliberation preceded the Committee's FY12 budget recommendations. During this period, the Committee met with the Town Manager, Finance Director, department heads, Board of Selectmen and School Committee to discuss the proposed budgets and to gather information necessary to provide the budget recommendation to Annual Town Meeting. The Committee publishes and mails its recommendations and background information on the budget to all Westford residents before Annual Town Meeting.

In March 2011, Annual Town Meeting passed a $92,278,754 operating budget for FY12, an increase of about $2,816,117 (3.15%) over the prior year, with the majority funding the 945 Employee Benefits budget. $1,935,539 in Free Cash was used to balance the FY12 budget. In the fall, Free Cash was certified at $4,315,015. The Free Cash balance remaining of $2,094,476 added to our projected Stabilization Fund balance as of June 30, 2012 of $3,387,963, which is $1,109,339 above the minimum recommended level. The net effect of these budget elements yielded a tax impact increase of 2.20%.

Fiscal Year 2012 continued to see economic challenges. All collective bargaining contracts expired on June 30, 2011 which left the Town and School official's twelve contracts to negotiate. The Finance Committee would like to recognize the cooperation put forward by the unions, as 11 out of 12 contracts have been settled with a 0% increase in both Fiscal Year 2012 and 2013. In addition, there was no annual premium increase for health insurance as the Town switched coverage from MIAA to Tufts. These two financial factors enabled Westford to remain in good financial standing heading into Fiscal Year 2013.

In August 2011, the Committee conducted its annual reorganization and elected Michael Princi, chair; Mark Kost, vice-chair; and Jeanne Drula, clerk. The Finance Committee would like to thank out-going members Rose O'Donnell, Al Herget, and Matt Lewin for their tireless efforts while serving on the Finance Committee. The Committee meets Thursdays at 7:00 pm, weekly during budget reviews and once or twice a month otherwise. Budget Director Dan O'Donnell provides invaluable financial updates and assistance to the Committee.

Fire Department

Richard J. Rochon
Fire Chief

As we reported last fiscal year we continue to struggle with how the economy has had an impact on all town budgets and balancing services for the Town. However we continue to be optimistic about our future and long term sustainability of fire and EMS service levels. We greatly appreciate your continued support and we continue to look for your support for increased staffing in the coming years to address service demands.

Paramedic Program
We are excited to report that Dave McGloughlin and Ryan Monat have graduated from their paramedic program, have passed their state exam and are now certified paramedics. Their success has helped us to round out the work shifts so that we now have paramedics around the clock on all shifts. We are very proud of this program and we have seen first-hand the lifesaving benefits of operating at this level as there are people alive today because of this service we provide. This year also brought a change to the department as two of our paramedics resigned to pursue other opportunities; we would like to wish Steve Stille and John Keough the best in their new endeavors.

Capital Program
This year we sent out Engine 3 for rehab with the hope that this will delay having to replace it for another 3-5 years. We continue to work with the capital committee to establish a better and more reliable replacement program for all of our equipment and I would like to thank the committee for understanding our needs and the future needs of the department. In addition we have gone out to bid for the diesel exhaust removal systems for both the Nabnasset and Rogers stations and hope to have these installed by the fall. In addition we have received a federal grant for the diesel exhaust system for the station located in the center of town thus saving the town some $42,840 and would like to thank Captain Barrett for his work on this grant. We have also gone out to bid for a new ambulance and it looks like we will take delivery at the beginning of 2013.

Grants
Fiscal year 12 ended our SAFER grant (Staffing for Adequate Fire & Emergency Response) and the full cost is now borne by the town. I would like to thank all the staff and town departments that have worked with us to manage this grant. In addition we have received a S.A.F.E grant (Student Awareness Fire Education) for $5,265 which continues to allow us to bring fire education material to the students in our schools. I would like to thank Lieutenant Parsons for his hard work on this important program.

Thank You
This report cannot end without thanks to a number of people. First I must say thank you to the mutual aid communities and the respective Chiefs. They are among the best and we depend on their departments throughout the year and we greatly appreciate all that they do for our department and community. I would also like to thank the members of the department as they continue to put in the extra effort and hard work throughout the year as it is much appreciated. I would also like to thank all the departments and their managers for always accommodating us and providing us with their professional expertise.

Fire Department – Continued

An additional thank you goes out to the Town Manager's office and Board of Selectmen for your continued support of the department. Joe Joyce, our office manager, has always been a hard worker and dedicated employee and I would like to thank him for a great year. Lastly I want to thank my family: Kathy, and my daughters Kayla and Maria for all their support and understanding throughout the year. I can't believe they are going into high school this fall and am very proud of my family for all that they do.

FIRE DEPARTMENT – CONTINUED

Fire Chief
Richard J. Rochon

Deputy Fire Chief
Unfilled

Full Time Firefighter/EMT's

A-Group	B-Group	C-Group	D-Group
Captain	**Captain**	**Captain**	**Captain**
Steven R. Ducharme	Joseph T. Targ	James P. Barrett	David A.Woitowicz
Lieutenant	**Lieutenant**	**Lieutenant**	**Lieutenant**
David M. O'Keefe	Daniel A. Britko	Harold A. Fletcher	Mark N. Valcourt
Firefighter/EMT's	**Firefighter/EMT's**	**Firefighter/EMT's**	**Firefighter/EMT's**
Andrew G. Anderson, Jr	Timothy Hall	William Stone	David P. Christiana
Joseph D. Delpapa, Jr.	Susan Smith	Shawn M. Ricard	David A. Devencentis
Michael Denehy	Don Greenwood	William Cashman	Donald Post
Paul Lemieux	James F. Lamy	Tim Vigars	Darren Lanier
Justin Geneau	Shawn P. Girard	Mark Witherell	Justin Searles
Paramedics	**Paramedics**	**Paramedics**	**Paramedics**
Alan Gentile	David Levebvre	Zachery Driscoll	Timothy A. Bellemore
Matt Svatek	Ryan Monat	Alan Gentile	David McGloughlin

FIRE DEPARTMENT – CONTINUED

On- Call Firefighters and EMT's

EMT	**Firefighter/EMT's**	**Firefighter/EMT's**	**Firefighter/EMT's**
Nancy V. Burns	John Fox	Peter Dennechuk	James R. Klecak
Firefighter's	Brian D. Foley	Ernest W. Pudsey	Corey Anderson
Kevin Woitowicz			
Stephen A. Wyke	Donald Greenwood	Michael Cool	**Auxiliary's**
			Matthew Wyke
James Joncas	Peter Coe	John A. Facella	

Special Assignment Firefighters

EMS Director	**Fire Investigation Unit**	**Code Enforcement,**
Lt. Robert Benoit	Lt. Mark Valcourt.	**Emergency Management**
		Co-Director
		Capt. Joseph T. Targ
Fire Training Director	**Fire Investigation Unit**	**Fire Prevention, Juvenile Fire Setters**
Lt. David O'Keefe	Peter Dennechuk	**Program, SAFE,**
		Community Service Officer
		Lt. Donald Parsons
Child Car Seat Coordinator	**Hazardous Materials Tech.**	**Website Information and Support**
William Stone	Lt. Harold Fletcher	David Christiana

Grants
Captain James Barrett

Fire Alarm Operators/Communications

Colin Osgood	Jody Carroll
Brian Fenderson	David Avery

Office Manager
Joseph Joyce

FIRE DEPARTMENT – CONTINUED

Fire Department Call Log

AMBULANCE CALLS	1381
FIRE EMERGENCY RESPONSES	1550
NON-FIRE EMERGENCY RESPONSES	435
PUBLIC ASSISTANCE	107
MUTUAL AID	83
MISCELLANEOUS	16
COOKING FIRE PERMITS	113
BRUSH PERMITS	1048
BLASTS MONITORED	136
AGRICULTURE BURN	0
26F - REFINANCE / RESALE - 26G - NEW CONSTRUCTION	214
SHELTERS OPENED	1
FIRE DRILLS	50
EMERGENCY MANAGEMENT ACTIVATED	3
BLACK POWDER BLAST	10
PRIMER CORD BLAST	15
WORKING ON / SYSTEM TEST	226

BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations and for enforcing state health and sanitary codes. They are charged with protecting the health and safety of the town. The Board of Health's web page is accessible from the Town of Westford's website, at: www.westfordma.gov/boh. Meetings are held the 2nd Monday of the month at Town Hall.

Zac Cataldo
Chair

Joanne Martel
Vice-chair

Michele Pitoniak-Crawford
Secretary

Sue Hanly
Jillian Lokere

In 2012, the Board of Health continued their proactive approach to protecting the health of the community. The Board revised its tobacco regulation to ban all retailers from selling e-cigarettes to minors. The Board also reviewed and updated Well and Septic Regulations.

The following personnel support the Board of Health:

Sandy Collins, R.N.	Director Health Care Services /MRC Director
Darren MacCaughey R.S.	Director of Environmental Services
Ray Peachey	Substance Abuse Prevention Coordinator
Lisa Slattery, R.N./ Ellen Donohue, R.N.	Public Health Nurses
Rae Dick	Health Inspector
Arnie Price	Food Inspector
Catherine McLarney /Andrea McKinley	Registered Dental Hygienists
Nancy Burns (grant)	MRC Coordinator
Tracy Griffin (grant)	Secretary

Permit and Services Receipts

Septic	$25,220	Lead Screening	8
Portable toilets	150	Mantoux Testing	90
Installers	6,200	Cholesterol	180
Haulers	1,800	Immunization	60
Temp food permits	2,160	Dental	560
Soil evaluation & percolation tests	10,050	Fines	155
Pump and water systems	650	Funeral Directors	50
Stabling/piggery	1280	Camping/hotel/motel	830
Food	34093	Pool	1,780
Frozen dessert	150	Beach	1,710
Mobile food-catering	700	Well	1,200
Tobacco	2500	Pap Test	30
Farmers Market	1,645	Flu/Pneumonia Reimbursement	22,863
Beaver Dam Modification	125	TOTAL	$116,239

Health Care Services

Sandy Collins RN
Director

Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff promote positive health practices, protect the health of the community and encourage healthy behaviors across the life span.

Health Care Services focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. It addresses a comprehensive range of health conditions and concerns.

Our "Let's Move Westford" campaign continued in schools and the community tying into a national initiative to help fight obesity through increased exercise and better nutrition. We recognized over 150 children who participated in walking clubs at the Day and Chrisafulli schools and collaborated with Lowell General Hospital to offer a "Jump Rope Jive" program with the world record holder for jump roping. We also joined forces with Pro Sports Therapy to bring in the Boston Celtics nutrition and strength training coaches to provide presentations in the community and schools. The department will continue to collaborate throughout the year with partners to help make Westford a healthier and more active community.









Residents enjoy "Let's Move" activities

Now in its ninth year of service, the Upper Merrimack Valley Medical Reserve Corps (UMVMRC) has expanded its range of activities. Volunteers continue to attend training programs, staff health fairs, support flu clinics, participate in community service offerings, and teach CPR to Westford municipal employees. This year, 66 volunteers filled 50 shifts, providing emergency shelter care to vulnerable residents around the clock for five days after the October 2011 snow storm. Overlapping that shelter service, members filled 60 shifts at flu clinics in Westford.

Throughout the year the unit promoted the "Let's Move!" campaign to combat childhood obesity, as well as the "Million Hearts" initiative to encourage cardiovascular health. Westford and surrounding communities benefit from the dedication of these volunteers, as they strive to boost our public health infrastructure and enhance our capacity to respond to disasters. Thank you to Nancy Burns, our MRC Coordinator, for her dedication to the corp. For information about the UMVMRC, visit www.UMVMRC.org.

HEALTH CARE SERVICES – CONTINUED



In April, we held an *Unwanted Medication Drop Off Day* in collaboration with the police department. This national program of the Drug Enforcement Agency (DEA) provides residents the opportunity to clean out closets and safely dispose of unused or expired medications. We collected over 80 pounds of medications.



The department and town continue to address the issue of domestic violence within the community through the *Westford Coalition for Non-Violence*. Representatives from various town departments, concerned residents, clergy and victims attend monthly planning meetings.. We received generous donations from the Westford Academy class of 2011 and Nashoba Tech, which will be used to provide domestic violence support resources to the community. For more information and a listing of local resources go to www.wcnv.org.

Former Substance Abuse Prevention Coordinator Tina Grosowsky resigned in October. We wish Tina luck and appreciated the 10 years of service she provided to the town. We welcome former DARE officer, Ray Peachey, who was hired to fill the position.

During the year, our substance abuse prevention services sponsored numerous drug education programs. Over 30 residents attended two parenting programs, Table Talks, and Guiding Good Choices, which were held on multiple dates. Our Table Talks program was one of only 15 in New England that were selected to receive a competitive grant, which allowed staff to attend a 2-day training on strengthening the evaluation process for programs and services. We presented sessions on the dangers of drugs, alcohol, and tobacco to several grades in the school system.. The department also received a grant to conduct a Town Hall Meeting on *Drug and Alcohol Use in Westford*, which was held at the Nabnasset Lake Country Club and attended by over 50 residents, school administrators, selectmen and town management.

Through regular enforcement checks, we continue to ensure that our retail establishments do not sell tobacco to those who are underage. We monitor compliance to local regulations and amended our regulations to include a ban on e-cigarettes sales in Westford.

Our dental health program continues in our schools for students in grades K-6. Dental hygienists Catherine McLarney and Andrea McKinley are committed to providing an excellent oral health program to the students. We also received an additional $5000 to continue the dental program for senior citizens. The grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors. We are extremely grateful to the Friends of the Senior Center, Westford Charitable Foundation, Whitney Harrick Foundation, Newcomers Club, and Dr. Schofield and his staff who provide the care.

HEALTH CARE SERVICES – CONTINUED

Ellen Donohue, RN, and Lisa Slattery, RN, our committed public health nurses, reached residents through clinical services offered through the department. We provide a number of disease-prevention and health-promotion programs to residents and town employees. Included are lead, cholesterol, diabetes, and hypertension screenings; flu/pneumonia, adult and child immunizations; well child clinics, pap smears, and tuberculosis testing. We follow-up on all reports of communicable diseases and provide home visits to the homebound who need health-supervision visits. We inspect and permit recreational camps. You can access the complete list of services on our website.www.westfordma.gov/boh.

As we approach the challenges of 2013, we will continue to promote proactive and preventative public health programs, designed to improve the health and quality of life in Westford. We'd like to express our sincere appreciation to the many individuals, town departments, Council on Aging, dentists, physicians, service organizations, school administration, school nurses, and local businesses who offer their time, expertise and financial support to assist us.

School Based Dental Program
Total in program: **304**
Total fluoride/cleaning/screening: **50**
Total number of screenings: **254**
Total number of referrals: Caries: **45** Orthodontics: **44** Sealants: **66**

Kindergarten: **71** 2nd grade:**26** 4th grade:**20** 6th grade:**4**

Pre/1st grade: **99** 3rd grade:**54** 5th grade:**30**

Communicable Diseases		**Services**	
Campylobacter	4	School Flu Immunizations	371
Babesiosis	2	Seasonal Flu immunizations	1205
Giardia	1	Cholesterol Screening	7
Erhlichiosis	1	Immunizations	25
Cryptosporidiosis	2	Pap Smear Clinic	4
Hepatitis C	17	Home Visits	39
HGA	6	Well Child Clinic	2
Strep Pneumonia	3	Hypertension Screening	235
Lyme Disease	43	Animal Bite Consultation	14
Salmonella	1	Hearing Testing	19
Shiga Toxin Producing Organism	1	Tuberculosis Testing	46
Toxoplasmosis	5		
Varicella	4	**Educational Programming**	
Haemophilus Influenzae	1	Number of Programs	15
Hepatitis B	3	Participants	1332
Pertussis	2	Employee Health Programs	10
		Number of Participants	210

Environmental Services

Environmental Services carries out various programs for the Board of Health designed to comply with Federal, State and local environmental regulatory requirements. In the interests of protecting public health, safety and the environment, Environmental Services reviewed applications, issued permits and performed on-site inspections to support the following:

Darren R. MacCaughey
Director

Rae Dick
Health Agent

Arnie Price
Food Inspector

Applications Reviewed/Permits Approved

Septic Related		**Food Service Related**	
Septic Haulers/Installers	79	Annual Establishments	137
Soil Evaluations & Percolation Testing	74	Food Establishment Complaints	10
System Construction	147	Catering Licenses	3
Portable Chemical Toilets	22	Other (Frozen Dessert, Milk & Cream)	102
Title 5 Inspections Reviewed	277	Food Establishment Plans Reviewed	11
		Seasonal Establishments	31
Water/Well Systems Related		Temporary Events	86
Wells/Water Systems	32	Farmer's Market	43
Camp/Camping Related			
Day/Overnight & Rec Camps	4	**Miscellaneous**	
Inspections Conducted	6	Housing Inspections	24
		Beaver Inspections/Complaints	6
Recreational Water Related		Building Permits	176
Swimming Pool Inspections	17	Stabling & Piggery Permits/Inspection	27
Swimming Pools	17	Hazardous Materials Registration	42
Bathing Beaches	14		
Bathing Beach Inspections/Testing	189		

Considerable staff time is spent reviewing and providing comments to other town boards, committees, and departments during its day to day activities. Most of these Requests For Comment (RFC's) are provided to the Planning and Zoning Boards and typically involve commercial and/or residential subdivisions, site-plans, special permits, and hazardous materials storage applications, etc.

ENVIRONMENTAL SERVICES – CONTINUED

This year's projects included: Cornerstone Site Plan & Special Permit (Modifications) and Cornerstone Earth Removal Permit, Franco American Club Site Plan, Kimball Farm Driveway Permit, North Main Street (Lot 44), Princeton Properties at Westford Apartment Homes, Red Hat (New Building), St. Augustine's Drive (Dunstable Access), Sullivan Estates/Rome Drive Extension (Administrative Modification), and a residential subdivision at 59 Lowell Road (Revised Submittal).

Through our food program, seven new food establishments were licensed in this past fiscal year. They are Chipotle, Paul's Diner at Boch Honda, Simpson Group Food Service at Netscout, Sweet Peas Bakery, Hubba's Real Pit BBQ, Sweet Sarahlines Bakery and The Sugar Cupcake Shoppe. Five establishments closed during the course of the fiscal year. Agents from the Board of Health responded to ten food establishment related complaints.

Environmental Services again offered the nationally recognized Certified Food Protection Managers' food safety classes and certification exam at cost for local businesses, clubs, non profits, residents and other local organizations. Administered by Food Inspector Arnie Price, a total of thirty-one participated in the classes and sat for the examination in the attempt to attain this often required food service certification.

As required by the MA Department of Public Health (DPH), all public/semi-public pools and bathing beaches require annual inspections by the department. The bathing beaches themselves must be tested for water quality (E coli only) on a weekly basis during the bathing season which typically is from Memorial Day to Labor Day. Beaches that are closed by the Board of Health remain closed and posted until subsequent re-testing shows a lack of contamination. Weekly testing results are posted on-line on the Health Department's website under "Beach Results". The Westford Health Department did not have to close any beaches this past fiscal year.







Westford continues to larvacide in the spring as well as monitor for the presence of West Nile Virus (WNV) and Eastern Equine Encephalitis Virus (EEE) through efforts of the Central Massachusetts Mosquito Control Project (CMMCP) of which Westford is a member. Mosquitoes are typically trapped and sent to the State Laboratory for testing from early summer through early fall. Even though there were no positive transmissions to humans or horses in Westford this past fiscal year, we did have a WNV positive mosquito confirmed. WNV (and possibly EEE) can exist locally in the mosquito population at any given time. Public education was conducted throughout the year, promoting preventative measures all residents should take to reduce the risk of exposure.

Highway Department

The Highway Department from July 1, 2011 through June 30, 2012 performed the following work:

Richard (Chip) Barrett
Superintendent

Town Roads
Regular maintenance and repair of Town roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roadways, and the repair of guardrails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all Town gravel roads, installs berms and curbing, and trims and clears trees from the roadways during and after storms. This fiscal year 5,684 tons of bituminous concrete was used for repair and maintenance of Town roads.

Roads Resurfaced
The following streets were resurfaced with bituminous concrete:

Concord Road (section)	Tadmuck Road (secton)
Lowell Road (section)	Town Farm Road
Lyberty Way	

The following streets were resurfaced with oil and stone:

Anderson Lane	Hillside Avenue
Brian Drive	Hunt Road
Calista Terrace	Kirsi Circle
Christopher Road	Melissa Drive
Douglas Road	Pierce Avenue
Fieldstone Drive	Whitney Drive
Frances Hill Road	Woodland Drive

The following streets were crack filled:

Abbot Street	Nabnasset Street
Acton Road	North Street
Brookside Road	Pleasant Street
Concord Road	Swedes Crossing (portion)
Moore Road	Tyngsboro Road

Drainage Work done on Town Roads

Crusade Rd	400' of 8" leach pipe
Keyes Rd.	30' of 24" culvert pipe
Sawmill Dr.	200' of 12" drainage pipe
Tadmuck Rd.	140' of 12" leach pipe

In addition to the above drainage work, the Department replaced or installed 17 new catch basins and repaired 34 catch basins.

Snow and Ice Removal
The Town of Westford Highway Department, in the interest of public safety and for the convenience of motorists, cleared the snow and ice from approximately 175 miles of roadway. In this process, the Town used 2,000 tons of road salt, 130 tons of sand and 5,000 gallons of liquid anti-icing product.

HIGHWAY DEPARTMENT – CONTINUED

Following are the dates the Highway Department was called out to treat or plow the Towns' roads:

October 30	12" Snow	Salt/Sand/Plow
January 12, 13	2" Snow/Frz. Rain	Salt/Sand/Plow
January 16	2" Snow	Salt/Sand/Plow
January 19	2" Snow	Salt/Sand/Plow
January 21	3" Snow	Salt/Sand/Plow
January 26	0" Frz. Rain	Salt/Sand
January 29	7" Snow	Salt/Sand/Plow
March 3	1" Snow/Frz. Rain	Salt/Sand/Plow
March 4	0" Black Ice	Salt/Sand

The Highway Department dealt with woody storm debris as a result of an early season Halloween snow storm totaling one foot of heavy wet snow. As a result of this storm, the town received major damage to its trees. The Highway Department picked up and disposed of debris from town properties and right of ways. The Federal government through its Federal Emergency Management Agency (FEMA) declared Westford a federal disaster zone. This resulted in all efforts undertaken by the Highway Department to be reimbursed by the federal government. The tree removal and debris removal was in excess of $300,000 and took crews over 6 months to recover.

We must remember that this is New England and that we should all be prepared for whatever Mother Nature dishes out to us. Thanks to all residents for their patience and cooperation in assisting us with these events.

Our sincere thanks also go to the Board of Selectmen and Town Manager for their full cooperation and support to all members of the Highway Department.

Historical Commission

The Historical Commission was established January 21, 1975, by unanimous vote of Special Town Meeting under the provisions of Section 8D, Chapter 40 of the Massachusetts General Laws. It has seven members and two alternates, each appointed by the Board of Selectmen to two-year terms. Meetings are held at 7:00 PM on the third Wednesday of each month in the Museum Cottage, 4 Boston Road, adjacent to the Westford Museum.

Jack Mangan
Chairperson

John Cunniffe
Vice Chair

Robert Stafford
Treasurer

James Zegowitz
Secretary

David Gutbrod
Brian Alcorn
Rachael O'Toole
Phil Gilbert
Alternate

Colleen Willet
Alternate

Commission Charter

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archeological assets of the town. It may research places of historic or archeological value and coordinate the activities of unofficial bodies organized for similar purposes. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the Selectmen and to the Massachusetts Historical Commission that any such place be certified as a historical or archeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

Key Activities for 2012

Community Preservation Projects

The Historical Commission supported the following applications for funding by the Community Preservation Committee in 2012.

- Fire protection improvements at the Roudenbush School (65 Main Street)\
- Funding development restrictions for the O'Brien Farm
- Funding a part-time consultant for the Westford Historical Commission

Consultant for the Westford Historical Commission

The Historical Commission submitted a request to the CPC and Town Meeting for funding of a part-time consultant to help with grant writing and other commission work.

The funding was approved by Town Meeting and the committee hired the consultant in the Fall of 2012.

3-D Scan of the Westford Museum

The Historical Commission funded a 3-D scan of the Westford Museum. This work was Commissioned so that the town had a record of the architectural dimensions of the museum that will help with the maintenance of the building. This project received favorable press in both the Lowell Sun and Westford Patch.

Historical Commission – Continued

Demo Applications:

- 113 Lowell Road

2013 Focus

- Continue work to implement key historical preservation items in the 2009 Master Plan
- Local Historical Districts
- Improve Town-Wide Communication
- Secure funding for needed repairs to the Museum attic
- Continue to define the role of the WHC Consultant

Housing Authority

Christine Pude
Executive Director

Scott Hazelton
Phyllis Koulouras
Carol Engel
Nancy Wimberg
Muriel Drake

The Westford Housing Authority (WHA), established in 1971, is the local body responsible for the expenditure of State and Federal housing grants. The Authority currently owns and manages 73 units of housing for the elderly and disabled, six units of family rental housing and eight units of housing for people with special needs. In addition to the State public housing inventory, the Authority owns three condo units at the Brookside Mill Condominium Complex. These homes are rented to moderate-income tenants.

The WHA also functions as the property manager for the 36 unit, federally-funded, Village at Mystery Spring, supportive living development for seniors. At the end of fiscal 2012 the wait to be housed at this complex was approximately five years.

The WHA's housing programs are subsidized and regulated by the Commonwealth and Federal governments, receiving no funding through Westford's annual budget.

A Board of Commissioners, four of whom are elected by the town for five-year terms and one who is appointed by the Governor, set policy and oversee the Authority's operations. The Executive Director, Christine Pude, and her staff carry out the day-to-day activities. Board members meet monthly on the second Thursday of the month at 7pm, alternating locations between senior developments located at 65 Tadmuck Road and 7 Cross Street.

In the May 2012 election, Scott Hazelton was re-elected for a five year term. Mr. Hazelton also serves as the Authority's representative to the Community Preservation Committee.

The WHA applied for and received approximately $150,000 in modernization funds from the Department of Housing and Community Development for our State subsidized developments. Part of the money will be used to replace the roofs on six elderly/disabled and family buildings. The remainder will be used for electrical panel upgrades at our Tadmuck Road housing and asphalt repairs at our special needs complex.

The Housing Authority continues its duties as the one-stop affordable housing resource for the Town of Westford. By serving as staff to the Affordable Housing Committee and the Affordable Housing Trust Fund, the Executive Director is able to coordinate and oversee many aspects of the affordable housing program in Westford. This allows interested parties to call one agency to get answers to their questions regarding the purchase/rental, re-sale or construction of affordable units. Residents may contact the Housing Authority by phone (978-692-6011) or at westfordhousing@westfordma.gov.

HOUSING AUTHORITY – CONTINUED

The year was very busy for affordable housing efforts in town. The WHA continues to work with lottery agents to qualify purchasers for affordable units at Cottages in the Woods and Graniteville Woods and for renters at the Abbot Mill. The Town's Subsidized Housing Inventory has been brought up to date as new affordable units come on line. With the approval of the Princeton Properties 200 unit rental development on Route 110, the Town's percentage of affordable housing stands at 7.21%.

A considerable amount of work also went into assisting the Affordable Housing Committee in its efforts to produce an Affordable Housing Production Plan (HPP). The Town's HPP was approved by the Department of Housing and Community Development in January 2012. Between the permitting of the Princeton Properties development and the approval of our HPP, the town was certified by the State to be in compliance with our plan to produce affordable units. This certification lasts for two years and allows the Town much greater flexibility when dealing with Comprehensive Permit (Chapter 40B) developments.

The Authority continues to work with Common Ground Development Corporation on the expansion of family housing at the Stony Brook complex. In addition, the renovation of a building in Parker Village to house five rental units for returning veterans is expected to be funded by the State this fall. The WHA has also supported plans to construct seven two-bedroom, affordable rental units for persons over the age of 55 and a five-bedroom group home to be located on Rt. 110.

HUMAN RESOURCES DEPARTMENT

Personnel Advisory Committee
Elizabeth Michaud
Sue Flint

The Personnel Advisory Committee meets as needed to review personnel policies, pay and classification plan changes, and job descriptions.

Pamela P. Hicks
Director of Human Resources

Bettianne Steffero
Benefits Coordinator

Debbie Fleming
Administrative Assistant

The Human Resources Department goes out to bid for all Town and School health and voluntary insurances to guarantee that we obtain the best possible rates for our needs.

The challenges of managing the health insurance continue to be an ongoing priority with changing legislation, federal reform and trends that continue to drive up premiums. This year has been a very challenging one with a significant upturn in the utilization. This considerable increase in our utilization over 2012 is a significant turn from the previous year where we were in a more normalizing trend. Our large and unpredictable claims resulted in a difficult renewal with a 12.67% premium increase for the PPO and HMO's.

The Medicare Supplemental plan had a 2.9% premium increase. This plan runs in conjunction with Medicare Part B.

During 2012, all retirees who were eligible to enroll in Medicare Part B were required to by Massachusetts State Law (M.G.L. 32B Sec 18) and the Town is responsible for any Medicare penalties that were incurred for late entrants.

Through the Massachusetts Health Care Reform, the Town negotiated health insurance plan design changes with the unions that resulted in $237,505 savings. Through this process, a required mitigation fund was set up to help offset some of the additional out of pocket expenses that will be incurred for increased copays that go into effect November 1, 2012 for non-Medicare eligible retirees who meet the submittal guidelines. Eligible subscribers must meet the reimbursement thresholds each year and these funds will be accessible until they are depleted.

The Human Resources Department works closely with all departments, employees and retirees to ensure compliance with state, federal and local personnel laws and regulations. New employees are provided with state ethics law summaries and training requirements, as well as workplace violence and sexual harassment policies. The HR Office manages the administration of the following areas:

Insurance

- Plan negotiation and administration for all insurances for town and schools
- Benefits changes and enrollments
- Credible coverage notices and general notices for Town and School employees and retirees
- Coordinating open enrollment for Town and Schools
- Self-pay and COBRA payments

HUMAN RESOURCES DEPARTMENT – CONTINUED

- Monthly auditing of all benefit bills
- Long term disability, short term disability and life insurance plans
- Workers Comp for Town and School
- Administration of police & fire accident insurance (111F)
- Medicare Part D reporting for town and schools ($107,000 for FY12)

Retirees

- Town retirement, including communication, benefits, and providing support to retirees in conjunction with the Middlesex Retirement System, Mass Teachers Retirement System & PEREC for over 400 retirees.
- Maintain retiree contact information
- Provide monthly benefit deduction requests to Middlesex Retirement and process turnovers for Town and School

Employment Pay and Classification Plans

- Conducting surveys and drafting changes
- Job descriptions
- Working with the Personnel Advisory Committee to prepare recommendations with the Town Manager

Administration

- Maintaining all permanent personnel records
- ADA compliance
- Family Medical Leave Act leaves and 111F
- Human Resource Information System
- Workers compensation reporting for Town & Schools
- Employee Accruals
- Annual rollover of the payroll system

Accounting

- Flexible Benefit Plans
- Monthly benefit withholding audits
- Authorize payments of Town and School benefit accounts payable
- Process turnovers

Communication is always a priority and the department maintains an open door policy with department heads, employees, and retirees to assist and advise on a broad range of personnel issues. The Employee Assistance Program (EAP) is available to all employees in a completely confidential manner. Town and School Human Resource Departments work closely to ensure consistency and accountability in the day-to-day administration of shared responsibilities.

The Human Resources web page can be found at www.westfordma.gov under Town Departments.

J.V. Fletcher Library

Ellen Rainville
Library Director

FY12 was remarkable for the J. V. Fletcher Library's delivery of new initiatives and collections to the Westford public:

- The *Quik Flix* Video Collection
- Circulating eReaders (Nooks and Kindles)
- Juvenile *Playaway Views*
- *FREEGAL* downloadable music
- *Overdrive Advantage* downloadable books
- A *Flickr* account and new *FACEBOOK* page
- *OneClickdigital* downloadable audio books
- *Tumblebooks* interactive story book database
- Indian graphic novels about Indian heroes, legends, and myths and Hindi language books and DVDs
- *Value line, Access Newspaper Archive, e-Sequels*, *Transparent Language Online*, *Novelist K-8* and *Plus* databases
- The *USS Constitution Museum* pass, the *Lowell Spinners* games pass and the *Westford Parent Connection* pass to featured events
- EVERGREEN open-source software (an LSTA-funded tri-network state grant)

Planning

Additionally, the J. V. Fletcher Library launched a new five-year *Strategic Planning Process* in November for submittal to the Massachusetts Board of Library Commissioners in Fall 2012. This process included Community Focus Group meetings, an on-line Library Community Survey (also mailed town-wide to all households), data collection and analysis, and the Trustees' hiring of Library Consultant Nancy Rea to facilitate the process and produce the long-term strategic document. Survey results reflected the trend to downloadable reading (for adult readers) which was reflected in library statistics and encouraged by the library's purchase of numerous downloadable products and eReader devices (see below). Respondents gave library staff the *highest* overall marks for excellence, while parking was deemed *least satisfactory*. The limitations of the current facility came through clearly in the survey results, with respondents desiring a larger Children's Area, more Book Browsing space, more computers and a larger Teen/Young Adult area. The *J. V. Fletcher Library Strategic Plan 2014-2018* will set forth future goals, objectives and activities to actualize the community findings and preferences revealed during the planning process.

Programs:

Youth Services staff launched new program initiatives by offering large scale librarian -led programs such as the *Fancy Nancy Extravaganza*, *Baby Disco Party*, and *Superhero Party* and hosting *Page Turning Pals* (youngsters reading to a therapy dog). The Youth Services staff continued to offer a full baseline of routine programs including: *Story Times, Pajama Times, Book Worms, Wiggle Words, Monkey Business, Baby Lap Time, Book Bunch, Book Clubs, the drop-in LEGO© Club, Saturday drop-in programs* and *Mother Goose Times*. Winter programs spanned *Gwendolyn the Graceful Pig*, *Meet and Greet with the 4H Rabbit and Cavy Club (*with 188 attendees*)*, *Super Heroes* and the return of *AbraKidabra* – with balloons, drop-in crafts and concerts rounding out the fun.

J.V. Fletcher Library – Continued

Adult programs included the monthly Library Book Discussion Group and the *Westford Job Seekers Network* which offers weekly motivational and practical sessions to job seekers free. Other adult program highlights of the year included *Vermicomposting, Glimpses of China*, and *Two Old Friends in Concert.* On April 12, the Fletcher Library participated in the statewide Library Snapshot Day, taking photos throughout the day in celebration of *National Library Week.* On May 19, 2012, the Fletcher Library's "Book Cart Drill Team" entry in the Westford Kiwanis Club's Apple Blossom Parade won the "Coveted RoudenBowl" award *a third year in a row*! (This heralded the kick-off of the library's FY13 juvenile Summer Reading Program theme: *Dream Big READ!)*



The FY12 Summer Reading Program themes – which netted over 1,700 registrants of all ages from June 2011 through August 2011 - were: *One World, Many Stories* (Juvenile); *You Are Here* (Young Adult), and *Novel Destinations* (Adult). Ushering in the busiest season of the Library year, these program-studded summer weeks were funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System.

Gift- and Grant-Funded Initiatives and Awards:
The library thanks those gracious donors who gave to the Friends' fall 2011 *"Empower Your Library, Empower Yourself!"* campaign to raise and supplement Town funds for books, media and technology purchases. The Friends are also thanked for funding second subscription passes to multiple museums and for all the ways their support expands and enhances daily library service.

We thank the Westford Garden Club for their on-going gift of passes to the popular *Tower Hill Botanic Garden* facility in Boylston and for the beautification of the library's Main Street entrance via the new formal urns and lovely planting beds.

In spring 2012, the Board of Library Trustees received a final bequest in the amount of $44,855 from the late volunteer Gertrude D. Houghton (to whom the Library's 2008 Annual Report was dedicated). Ms. Houghton's bequest will support the J. V. Fletcher Library Foundation and will further staff education (her passion) for years to come.

Head of Youth Services Nancy Boutet received an ARISIA grant for $3,000 to expand the juvenile and Young Adult science-fiction and fantasy collections. Youth Services staff ordered new and classic titles in all formats to develop these popular genres with this generous grant - sure to satisfy voracious readers.

J.V. Fletcher Library – Continued

Administrative, Bookmobile, Fiscal News, Personnel and Volunteers
Again in FY12, the Friends of the J. V. Fletcher Library Inc. supplemented the materials budget with a $23,000 gift, and one-half of the library's MVLC annual membership was paid with State Aid to Public Libraries funds. The funds which would have sustained the former Bookmobile service allowed the J. V. Fletcher Library to restore and/or add Monday morning hours, Summer Saturday hours and Winter Sunday hours (January through April). Over the past year, the Library dismantled, absorbed and shared the former Bookmobile collection, with juvenile titles going to Westford elementary and middle schools, and large print offerings going to the Community Room for Senior Housing at 65 Tadmuck Road.

The Library administration covered numerous maternity and medical leaves throughout the year and all management and union staff is thanked for their flexibility, creativity, and teamwork. Added substitute staff and our many regular volunteers were critical to the success of a challenging year.

Under coordinator/volunteer Elizabeth Elliott, the *Link to Literacy* program for English as a Second Language and basic literacy tutoring, paired both new and returning tutors and pupils, in this library-based program to support English-language learners and new arrivals to U. S. culture. New tutors are always sought, and will be trained in this on-going volunteer program.

> "Thank you for making all of my library experiences wonderful."
> ***Library Community Survey***

Professional Development
Library staff continued to be active in various professional organizations, with director Ellen Rainville serving as MVLC President and as the Commonwealth's counselor to the New England Library Leadership Symposium (NELLS), Nancy Boutet serving as President of North of Boston Youth Services (NOBS) and also on the Executive Board of the Massachusetts School Library Association (representing the Youth Services Section of the Massachusetts Library Association). Staff pursued professional development by attending sessions hosted by the Massachusetts Library Trustee Association/ Massachusetts Friends of Libraries; the Merrimack Valley Library Consortium (MVLC); ARISIA; New England Library Association; Massachusetts Library Association and its affiliates; NOBS; and the Massachusetts Library System. Assistant Director India Nolen represented the library on the *Westford Coalition for Non-Violence* town committee, the library collaborated with WASA in selling Library-themed holiday ornaments in December and staff supported Westford Academy students by participating in the Junior job-shadowing program. The Board of Library Trustees is thanked for their sponsorship of professional memberships and conference attendance for multiple library staff throughout the year.



Facility and Space Issues:
Facility and space inadequacies continue to constrain collections and genres, impact technological offerings, limit programs, and diminish library outreach and service to the community. As a result, the Board of Library

J.V. Fletcher Library – Continued

Trustees requested and received $20,000 at the March Annual Town Meeting as matching funds to apply for a competitive "Planning and Design/Feasibility" grant in FY13. This should poise the J. V. Fletcher for the next competitive matching grant round for the Commonwealth's *Public Library Construction Grant* (FY17 or beyond). While completely cognizant of the current fiscal climate, the Board of Library Trustees and library administration are committed to planning for 21st century library services for Westford residents in a facility designed for those services.

In FY12 the Library Department tackled numerous systems and maintenance issues within the facility, two through the Finance Committee's generous support of Reserve Fund Transfer requests:

- 20-year-old Heat Pumps #10 and #2 replaced
- Slate roof and skylight repaired in the wake of Hurricane Irene
- Parking lot electrical circuit repaired with School Department help
- Front granite steps caulked
- Elevator stems and exhaust fan repaired, call-button to the mezzanine added
- Chiller chemical pump and outdoor junction boxes replaced
- Public restroom fragrance misters installed
- The Friends of the J. V. Fletcher Library purchased the following new furnishings: computer stools, shelving, renewed upholstery, lateral and vertical file cabinets
- Continued participation in Town-initiated Energy Audit, working with Energy Committee liaison Kathleen Canavan



Library Staffing FY12
Director -- Ellen D. Rainville
Asst. Director – India Nolen
Senior Librarians
Head of Circulation – Holly Sheridan-Pritchard
Automation/Systems Manager/Head of Technical Services - Dina Kanabar
Head of Reference & Information Services – Kristina Leedberg
Head of Youth Services – Nancy Boutet
Staff Librarians:
ILL/Serials Librarian – Sarah Regan
Young Adult Specialist/Asst. Youth Services – Kira McGann
Local History/Genealogist – Virginia Moore
Substitute – Maureen Barry, Charles Schweppe
Library Associates
Cataloger/Classifier – Alla Brovina
Fine Arts/AV Librarian/Acquisitions/Fund Accounting – Carol McCahon
Juvenile Reference/Program Assistants – Ellen Apicco; Jacki Dibble; Seana Rabbito
Data Entry & Statistics/Patron Registration – Pat Matheson
Circulation and Reader's Advisory – Jean Butler; Laura Fowler; Mayleen Kelley; Judy Madsen; Paula McWilliams; Deborah Santoro; Chantale Shepard; Seana Rabbito; *Leigh Nallen (resigned 4/27/11)*
Substitute – Amy Spadano

J.V. Fletcher Library – Continued

Library Technicians:
Order and Acquisition Receiving – Karen Welz
Inter-Library Loan Support -- *Mary Bowser (resigned 11/24/2011),* Julia Franzek, Lauren Evans
Substitute – Mary Boutet, Courtney Rorke
Maintenance Worker I – Dennis Mulligan
Maintenance Worker II – Evelyn Desharnais; Carole Climo
Records Supervisor/Administrative Analyst – Zoe Daniel
Library Pages (4)
Volunteers (averaging 28 hours per week or .75 FTE)

J.V. Fletcher Library – Circulation Statistics

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	9,473	10,074	8,404	7,400	7,478	7,500	8,126	8,387	8,470	7,783	7,541	9,119	99,755
Children's Books	14,783	13,746	11,138	10,754	10,841	8,834	10,953	11,622	11,429	10,084	9,712	13,462	137,358
Adult Magazines	945	962	792	729	627	582	763	706	799	672	700	751	9,028
Children's Magazines	160	135	178	113	123	91	101	95	126	46	83	145	1,396
Adult CD's	2,277	2,269	1,930	1,856	1,914	2,065	2,121	1,957	1,964	1,831	2,005	2,444	24,633
Children's CD's	460	397	348	352	338	271	303	299	317	292	295	326	3,998
Adult Cassettes and Tapes	72	75	57	47	63	50	42	43	46	36	47	31	609
Children's Cassettes	37	21	28	16	16	15	14	9	20	7	13	14	210
Adult Videos	1,720	2,152	1,487	1,435	1,463	1,709	1,858	1,840	1,893	1,663	1,635	1,784	20,639
Children's Videos	1,051	1,004	662	749	872	724	790	921	761	708	720	883	9,845
Downloadable Overdrive	259	309	238	316	300	666	476	441	464	479	469	485	4,902
Downloadable OneClick Digital									38	30	45	33	146
Freegal Music	230	299	195	226	171	214	231	208	252	248	250	250	2,774
Tumblebooks								162	83	99	42	50	436
Adult Electronic Format			2	1	4	2	1	1	14	0	21	21	67
Children's Electronic Format			18	30	21	18	35	13	24	19	25	16	219
Adult Miscellaneous	9	13	12	3	21	2	7	12	12	4	1	3	99
Children's Miscellaneous	70	31	32	13	15	11	10	13	21	10	9	12	247
Museum Passes	310	278	160	133	87	135	126	169	140	204	164	236	2,142
Adult Playaways (Scat 1267)	142	138	132	130	144	106	99	116	156	160	138	146	1,607
Children's Playaways (Scat 1270)	123	103	98	97	101	85	93	107	111	121	112	113	1,264
Homebound (BWF)	35	82	62	54	74	84	100	31	106	78	104	97	907
Foreign Language Deposit	27	35	6	14	5	10	6	34	26	16	17	32	228
TOTAL:	32,183	32,123	25,979	24,468	24,678	23,174	26,255	27,186	27,272	24,590	24,148	30,453	322,509

J.V. Fletcher Library – Circulation Statistics

OPAC Renewals	2,636	2,719	2,606	2,306	2,263	2,138	2,182	2,272	2,503	2,163	2,161	2,121	28,070
Renewals	2,800	2,897	2,445	2,317	2,720	3,046	2,747	2,579	2,842	2,521	2,466	2,586	31,966
Network transfers IN	4,673	4,871	4,852	4,369	4,224	3,897	4,430	4619	4,418	4,010	3,745	4,229	52,337
Network transfers OUT	2,879	3,066	2,729	2,593	2,223	2,519	2,550	2,737	3,024	2,846	2,706	2,690	32,562
Inter-Library Loans IN	47	42	47	57	41	17	20	21	23	16	14	14	359
Inter-Library Loans OUT	1	0	4	0	2	2	2	12	11	10	12	10	66
Database Sessions, Fletcher													32,723
Database Sessions, MVLC/Region													3,533
Reciprocal (LOANED)	1,681	1,904	1,374	1,438	1,522	1,306	1,458	1,630	1,575	1,607	1,683	1,958	19,136
Reciprocal (BORROWED)	4,125	4,068	3,575	3,401	3,419	3,588	3,229	3,462	3,531	3,281	3,345	3,744	42,768
Hold Requests	5,097	5,298	4,976	4,157	4,098	3,727	5,052	4,460	4,545	4,198	4,299	5,115	55,022
New Registrations	132	115	83	82	63	58	88	97	64	59	44	105	990
Total Reciprocal	5,806	5,972	4,949	4,839	4,941	4,894	9,827	5,092	5,106	4,888	5,028	10,922	61,904
% of Circ to Reciprocal	18.04%	18.59%	19.05%	19.78%	20.02%	21.12%	37.43%	18.73%	18.72%	19.88%	20.82%	35.87%	22.34%
Meeting Room Reservations	117	115	145	165	169	171	187	180	196	185	197	198	2,025
Days Open	25	27	25	24	22	24	30	28	31	28	25	26	315
Hours Open	231	253	224	216	211	224	246	232	254	232	224	231	2,778
Library Website Sessions	7,500	7,405	7,640	7,219	7,110	7,441	9,269	8,881	8,723	7,633	7,228	8,864	94,913
Internet Users	386	475	413	337	407	392	425	327	368	378	391	337	4,636
Adult Program Attendees	135	53	112	200	169	98	107	151	150	145	154	99	1,573
Adult Programs Offered	12	115	6	6	8	5	5	7	6	6	6	7	189
YA Program Attendees	120	91	142	6	25	15	16	23	15	19	584	1,037	2,093
YA Programs Offered	4	1	5	1	2	1	1	2	1	2	3	6	29
Childrens' Program Attendees	984	733	27	1,848	1,361	530	103	1,488	1,627	1,074	680	1,561	12,016
Childrens' Programs Offered	11	6	1	36	29	11	5	30	34	22	9	9	203
Computer Room Hours	12	18	14	16	20	18	22						120
Average Circ Per Day	1,287	1,190	1,039	1,020	1,122	966	875	971	880	878	966	1,171	1,024

TRUSTEEES OF THE J.V. FLETCHER LIBRARY

The J.V. Fletcher Library Board of Trustees is an elected six member board empowered by Commonwealth law to set policy and oversee administration of the library. The Trustees are elected annually in pairs and serve overlapping three-year terms. Susan Flint and Marianne Fleckner were re-elected in the May 2012 town election.

Marianne Fleckner
Chair

Hajo Koester
Treasurer

Buffie Diercks
Secretary

Susan Flint
Robert Price
Jack Wrobel

Progress Toward Trustee Goals

The Board of Library Trustees set four major goals for itself in FY12:

- Support and advance a five-year Library Strategic Plan
- Continue to work to restore departmental staffing
- Further the Library Building Expansion Project
- Support and advance experimentation with new technologies



Five-year Library Strategic plan

In November of 2011, the Trustees hired Consultant Nancy Rea as both Facilitator and Writer/Advisor to draft a five-year Library Strategic Plan document. This task is a requirement of the Massachusetts Board of Library Commissioners (MBLC) if a Community wishes to be considered for future Library Building Capital funding. The Trustees selected sixteen Westford residents to serve on a Community Planning Committee, who broadly represented the Westford Community. Ms. Rea, along with the Library Management Team, met with this Committee and Library Staff between the months of January and May of 2012 facilitating exercises and discussions that analyzed trends outside the Library and community that may impact the Library in the future. Tasks included: examining strengths and weaknesses of the Library; reviewing and re-writing the Library's Mission and Vision statements; analyzing Library goals in relation to the Community's needs; and synthesizing data from a Town-wide survey. This work effort resulted in a comprehensive document that was submitted to the MBLC in October 2012. One of the major issues that resounded throughout the process was the limitations of the current facility. This issue is further addressed under the Library Building Expansion discussion.

Restoring Departmental Staffing

The staff of the J.V. Fletcher Library is known to provide exceptional service while maximizing efficiencies. This service continued in FY12 despite numerous staffing challenges. The Library Board and administration engaged in post-Town Meeting plans to provide optimal service in light of the Town's hiring freeze. The overall goal of the Trustees is to continue to work to restore departmental staffing to meet the needs of the Community. FY12 brought the migration to "Open Source" library software called EVERGREEN.

The Merrimack Valley Library Consortium, of which our Library is a member, migrated to this software. This required our staff to learn, and quickly become proficient in, this new software. It also required changes in procedures which will require the Trustees to evaluate post-EVERGREEN migration service needs. The staff experienced the need to absorb functions due to retirements and medical leaves. With direction from the Library Director, the Trustees continually evaluate the future staffing needs through an extensive Succession Plan. With the retirement of Maureen Barry, the long-time Bookmobile Manager, our beloved Bookmobile retired as well. This resulted in the sharing of the former Bookmobile collection with Westford schools and the Senior Housing Community Room. The staff is still dedicated to serving the homebound Westford patrons with home deliveries.

Library Building Expansion Project

As mentioned earlier, the five-year strategic plan highlighted the many challenges and opportunities facing the Community if it is to bring to realize the vision of the Community Planning Committee. The goal of the Library Building Expansion project is to poise the Town of Westford to be prepared to apply under the next Massachusetts Board of Library Commissioners public library construction grant round projected in 2017. In support of that goal, the Trustees requested and received a "2-for-1" $20,000 matching grant at the March 2012 Annual Town Meeting to apply for a competitive "Planning and Design/Feasibility" grant. (The Commonwealth would then match the Town's $20,000 with $40,000.) Library Staff and Trustees continue to prepare the library for the next grant round by meeting with the Permanent Town Building Committee on feasibility issues and expansion alternatives, touring newly renovated and built public libraries, meeting with Town staff, Boards, Committees and officials on needs assessment discussions.

The Trustees are extremely proud of the cosmetic renovations the library undertook over the past six years but this does not diminish the important need to address the facility and space inadequacies that continue to constrain the services and materials the Library can offer its patrons. The Trustees realize and appreciate the fiscal uncertainty of the town, the state and the country, but the reasons for the building expansion are still valid. Space is still needed for new collections, technology, additional meeting rooms, and more appropriate office and storage space. Developing expansion plans must continue so that plans will be in hand when the economic situation improves. This trustee goal will therefore carry forward into the coming years.

New Technologies

The goal of the Trustees is for Library patrons to access data, information, resources and collections catalogued via the latest technological tools and via new technological formats in a global and uninterrupted environment. Trustees sponsored the hiring of an expert to train management staff on MS Office 2010. FY12 was a remarkable year for new initiatives. Some of these were the circulation of eReaders, Juvenile *Playaway Views*, *FREEGAL* downloadable music, *Overdrive Advantage* downloadable books, a *Flickr* account and new *Facebook* page, and *OneClickdigital* downloadable audio books. In addition, the Trustees support the staff training needed to deliver these quality services. The Library also continues to update its public

personal computers (PC's), and will pursue additional MS Office Licenses.

Library Trustee Funds Activity
In the spring of 2012, the Board received a final bequest of $44,855 from the late Library volunteer Gertrude D. Houghton (to whom the Library's 2008 Annual Report was dedicated). $25,000 was given to the J.V. Fletcher Library Foundation and $19,855 to the principal of the E.D. Rainville Continuing Education Account. Ms. Houghton's bequest will support staff development and other projects for years to come.

Trust fund money was used to purchase two museum passes and to defray the cost of the Annual Staff and Volunteer Recognition Brunch. (The Friends of the J.V. Fletcher Library, Inc. funded the other museum passes.) In calendar year 2011, two staff - Zoe Daniel and Amy Spadano - were recognized for five years of service. As permitted by library policy, the Trustees funded memberships of the Staff and the Trustees in various professional organizations and funded their attendance at a number of regional conferences, workshops and symposia. Printing of the semi-annual events mailer is paid by trust funds.

The Board was extremely grateful to receive a gift of stock from Library user Ann Mahoney to the Board's Benefactors Fund. In addition, the Board sold at auction a Japanese saddle with stirrups which had been on long-term loan to the Higgins Armory, the proceeds of which were deposited to the principal of the Library Trustee Fund.

Library Policies
The Trustees typically work with the Director during the year to keep the library's operating policies compatible with the current facility, the latest technologies and the best practices of library operation. This year, the following policies were either revised or approved: Services Available to Teachers Policy (09/12/11); Playaway View Loan Policy (03/12/12); Display Case Usage Policy (04/09/12); John F. Wagner Computer Room Policy (04/09/12); Special Collections Care, Access and Usage Policy (04/09/12); and, Family Museum Passes Policy (05/07/12).

Professional Development and Activities
The Trustees are proud to acknowledge the Director of the J.V. Fletcher Library, Ellen Rainville, was elected to serve as the Merrimack Valley Library Consortium (MVLC) President. Not only is this a distinct honor, but the scope and effect it has on making important policy and procedural decisions for the libraries within the Consortium is paramount. In addition to Library staff development, the Trustees are also committed to continuing education. They attend various workshops sponsored by the Massachusetts Library Trustee Association (MLTA), the Massachusetts Friends of Libraries (MFOL) and other Associations. The Trustees are often entwined in advocating for legislation that will have a positive impact on all Commonwealth libraries. The Trustees played an active role in developing the Library's 5-year Strategic Plan.

They often attend meetings of the Board of Selectmen, Finance Committee and other boards to participate in Town-wide discussions that can affect the Library.

Recognition
The Trustees would once again like to thank the library staff for sustaining their high level of quality service to the community. The staffing level continues to be down due to retirement vacancies and a number of maternity leaves. The Trustees would like to commend the Library Director and her staff for covering these vacancies by being flexible in the extra hours they were willing to work and for their ingenuity in juggling their schedules. Added to this challenge, was the ever-increasing popularity of library programs. Innovation and commitment persevered in allowing the library staff to continue its reputation of excellent service.

The Trustees would also like to acknowledge and thank the skilled volunteers who tirelessly work largely out of the public's view. The Trustees are very grateful for the 34 hours per week of volunteer services. They are an amazingly dedicated group and integral to the success of the library. They perform critical tasks behind the scenes that keep the library functioning. The average hours per week these volunteers worked in the library was close to one FTE (full-time equivalent). These dedicated volunteers were honored at the Friends Annual meeting in October of 2011 and the Annual Recognition Brunch in November of 2011 sponsored jointly by the Trustees and the Friends.

Friends of the Library
The Library wouldn't be the success it is if it weren't for the hard work and unparalleled dedication of the Friends of the J.V. Fletcher Library, Inc. The fall of 2011 brought the Annual Appeal titled "Empower Your Library, Empower Yourself!" This Appeal brought much needed funds to the Library to support the purchase of many popular items and services. The Trustees would like to praise the Friends for another successful membership drive. The Friends hosted four book sales throughout the year, providing a treat for our book lovers while generating revenue to support the library.

The Friends continued to fund the purchase of new DVDs, the latest bestsellers, equipment, computers and furnishings. They also purchased the majority of the museum passes and funded the summer reading programs, the various holiday programs, and the juvenile, teen and adult programs. They also subsidize the Computer Room and jointly support development of the Foundation.

A heartfelt thank you to our Friends, Volunteers and other Library supporters!

Note:
The library Trustees generally meet at 7:00 PM at the library on the first Monday of the month throughout the year. These meetings are, of course, open to the public and residents are always welcome to attend and comment. An updated meeting schedule is maintained at the library website: www.westfordlibrary.org. The Trustees may be reached through this website and all library policies are available there for public viewing.

Museum & Historical Society

The Westford Museum is located at 2 Boston Road. The Westford Historical Society (WHS) offices and collections storage are located in the cottage at 4 Boston Road. Board meetings are usually the 4th Wednesday of the month at 7:15 p.m. in the Cottage.
Website: www.westford.com/museum
Email: museumdirector@westford.com

Penny Lacroix
Museum Director

Beth Shaw
President

Jim Clark
Vice President

Mike Harde
Treasurer

Dan Lacroix
Secretary

Beth Ahern
Bill Barnett
David Brody
Doug Cook
Elizabeth Elliott
Geoff Hall
Patti Mason
Bob Oliphant
Bob Shaw
Newell Tillman

Membership:
Total membership for the year was 127 units, down from 131 the previous year, but total membership income was up.

Visitors:
2088 visitors came into the Museum during the year. This is within 10% of the past 2 years. The largest numbers (578) came on Sunday afternoons. Third graders from the Crisafulli and Abbot schools and Westford History students from WA accounted for 436 visitors.

Collections: During the year, 101 items were added to the PastPerfect database, for a total of 6276 items comprising objects, photographs, books and archives. Items in the database are searchable on-ine through the Museum's website.

Projects:

- PastPerfect museum software was completely installed and is being used to manage collections.
- A Westford Museum YouTube channel is now online, and several historical videos have been posted. Several Westford CAT programs were also produced by WHS volunteers.
- A Fairview Cemetery veterans database has been created to complement the databases for the other town cemeteries.
- Museum scrapbooks tell a complete story of the Museum's history.
- Republication of *New Old Houses of Westford* was completed during the year.
- Several documents and diaries have been transcribed by volunteers to be made available on the WHS website for researchers and historians.
- Oral history interviews were collected and transcribed by interns.

Conservation Assessment Program (CAP) Grant:
Following a two-day on-site assessment in June 2011, reports were drafted, reviewed and finalized by both assessors, Marc Williams (collections assessor) and Bill Finch (architectural assessor). These reports are being used by the Westford Historical Society and the Westford Historical Commission to identify priorities and move forward with maintenance and future planning for our buildings and collections. CAP is funded by the Institute for Museum and Library Services (IMLS) and administered by Heritage Preservation.

Museum & Historical Society-Continued

Temporary exhibits at the Museum:

- Found in Westford
- Worship Spaces of Westford
- Atwood Quilts
- Science is History, Too!
- Artifact of the Month

Events sponsored by the WHS:

- Town Hall employees open house
- 4 sections of WA Westford History classes
- 13 3rd grade classes from the Crisafulli and Abbot schools
- 9/11 events and display
- Latvian Weaving and Culture lecture
- Veterans Panel Discussion
- Buy Local, Read Local; Westford authors event
- West Street Serenaders Concert
- St. Distaff's Day Celebration
- February book discussion featuring local authors
- Great Wheel Spinning Bee
- Civil War Genealogy lecture
- Haystack, Historically Speaking lecture
- Amateur Telescope Makers of Boston lecture
- Student Photo contest

Facilities:

- Several improvements were made to the office internet connectivity resulting in improved ability to respond to and serve the community.
- The Lloyd and Peg Blanchard Memorial Bench was funded and was dedicated outside the Museum building.
- The buildings were without power for 60 hours in October due to the snowstorm, but thanks to volunteer efforts, permanent damage to the buildings and collections was avoided.
- The WHS works in cooperation with the Westford Historical Commission to ensure that the buildings are maintained and protected for the future.

In addition to the volunteer board members, over 50 volunteers from high school age through retirees contributed countless hours over the year. Four student interns also made significant contributions during the year: Endicott College student Kyle Giroux, and Westford Academy seniors Jackie Courchaine, Kyle Russo and Lia Sciabica.

Nashoba Valley Technical High School

NVTHS
School Committee Members

Mr. Mark Desrochers
Mr. Raymond Riddick

Mr. Ronald Deschenes
Alternate

Nashoba Valley Technical High School is a regional technical high school established in 1969 to serve students grades 9–12 and also provides post-graduate programs for those between the ages of 18 and 25 years old. Nashoba has earned an impressive reputation for producing community leaders as well as providing community service. With an enrollment of approximately 725 plus students from eight communities, Nashoba Valley Technical High School offers career preparation in 18 technical programs.



Administration

Dr. Judith L. Klimkiewicz	Superintendent
Ms. Denise O'Loughlin	Assistant Superintendent
Ms. Denise Pigeon	Principal
Mr. Matthew Ricard	Assistant Principal
Ms. Carol Heidenrich	Director of Technology
Ms. Melissa LeRay	Director of Special Education
Ms. Jeanne Savoie	Business Manager
Ms. Gabriella White	Coordinator of Academics and Testing
Mr. Paul Jussaume	Coordinator of Technical Programs / Cooperative Education
Ms. Jobee O'Sullivan	Coordinator of Guidance and Admissions

NASHOBA VALLEY TECHNICAL HIGH SCHOOL-CONTINUED

Accreditation: New England Association of Schools and Colleges.

The Learning Schedule: Three 12-week trimesters consisting of eight 45-minute periods set in a four block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades 9 through 12.

The Year in Review

Nashoba Valley Technical School District has officially added the town of Ayer as the eighth District member.

During the 2011/2012 school year Nashoba's enrollment continued to grow and as we enter school year 2012/2013 we once again welcome the largest student body to date. Video, additional security systems and emergency door alarms were installed throughout the building. This year we expanded our classroom iPads by another 50 computers to further expand classroom use throughout the building. Technology continues to grow throughout the school, adding wireless to the entire facility just this past summer. As a technology high school it is critical to focus consistently on technological improvements. Academically, we continue to expand courses and elective opportunities and now have been approved for six advance placement classes.

Last year a second 100 kW Solar System was installed on the roof of A wing to reduce the cost of our electricity in a "green" way. Energy savings for our solar roof units are estimated at 10% per unit, for a total of approximately 20%. This year our focus remains on improving our outside grounds and athletic facilities by doing a feasibility study to determine the best location for our new track/multi use field and, hopefully, tennis courts.

Nashoba continues to embrace educational opportunities for our teachers through summer professional development opportunities as well as by serving as a satellite campus for many local colleges' advanced graduate programs.

As we continue through a time of economic uncertainty we can assure you that at Nashoba Valley Technical High School, students will still receive a technical education of the highest quality with the most current state-of-the-art equipment while still providing our district members with a fair and equitable assessment.

Auto Collision Repair & Refinishing
Automotive Technology
Banking, Marketing & Retail
Carpentry/Cabinet Making
Cosmetology
Culinary Arts
Dental Assisting
Design & Visual Communications
Early Childhood Education
Electrical Technology
Electronics/Robotics
Engineering Technology
Health Assisting
Hotel Restaurant Management
Machine Tool Technology
Plumbing/Heating
Programming & Web Development
TV & Media Production/Theatre Arts

Vocational-Technical Programs (Secondary & Post Graduate)

NASHOBA VALLEY TECHNICAL HIGH SCHOOL-CONTINUED

Special Academic Programs
Advanced Placement Honors and College Preparatory courses are available in all core subjects. World language, music, theatre and additional elective courses are offered for all four years to all interested students.

Dual Enrollment
Juniors who are eligible and recommended by teachers/administration may elect to enter the Dual Enrollment Program and take courses their junior and senior years at a two- or four-year public college or private institutions in Massachusetts or New Hampshire. Upon completion, they receive their high school diploma from Nashoba and one or two years of college credit. Many Nashoba students in recent years have graduated with an Associates degree from a college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence. Many of our students are accepted at such distinguished institutions as MIT, Ithaca College, Emerson College, Boston University, and University of Massachusetts, among others.

Community Service Projects
Nashoba is unique in its approach to community service and its relationship to its district towns. Students are expected to go with their instructors to areas of our district to work on community service projects that have been approved and selected for their benefit to the community and the learning of our students. The students perform all necessary work for the district towns to complete their requested project. The Community Service Program educates students in a real world setting and allows the towns the benefit of observing Nashoba students at work, creating a lasting tribute to their efforts and having a major project completed without over expending limited town resources for capital improvement.

Student Activities
Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in ten high school sports with equal opportunities for both male and female students. Other extracurricular activities include Student Council, National Honor Society, Music Honor Society, Yearbook, Kick-Off Mentors, Students Against Destructive Decisions (SADD), Skills USA, Student Leadership, Peer Mediation, Chorus, Drama, and many special interest clubs. **No user fees** are imposed on any sport, school sponsored club, or activity.

Continuing & Community Education
More than 700 adult students attended the Continuing Community Education Program in late afternoon and evenings at Nashoba. More information can be found on the NVTHS website.

Northern Middlesex Council of Governments

Robert Jefferies
Councilor, Board of Selectmen

Kevin Borselli
Councilor, Planning Board

James Silva
Alternate

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of thirteen regional planning agencies in the Commonwealth. NMCOG serves nine communities in the Greater Lowell area, including Westford, and provides professional technical assistance in the areas transportation, economic development, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation and emergency response, and environmental protection. The Council's governing body is comprised of a chief elected official, Planning Board member and alternate from each member community.

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities, and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal level, and often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various State and Federal grant funding programs. The Council's annual budget includes $76,103 in local assessments, of which $5.838 represents Westford's share.

NMCOG devotes a large share of its resources to transportation issues. Over the past year, the Council assisted the Town in advancing the design plans for Phase II of the Bruce Freeman Bike Path, in the planning of traffic improvements along Route 110 from Minot's Corner to Nixon Road, and in project development activities for future traffic and safety improvements at the intersection of Route 110 and Tadmuck Road.

NMCOG undertakes an annual traffic counting program, collecting over one hundred counts at various locations throughout the region. Many of these counts are conducted within the Town of Westford. The count data is incorporated into a traffic count book and map that is distributed to local officials. Traffic count data is also available on the Council's web site at www.nmcog.org.

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of the LRTA's route structure and scheduling. Transportation services are available to Westford seniors through the CameronSenior Center. The LRTA provides fixed route bus service along Route 110 in Westford, from the Chelmsford town line to the Littleton IBM facility.

Northern Middlesex Council of Governments
CONTINUED

NMCOG has a Short-Term Planning contract with the Economic Development Administration (EDA) of the U.S. Department of Commerce to prepare the Annual Comprehensive Economic Development Strategy (CEDS) Update for 2010-2012 for the Greater Lowell region. The document provides a blueprint for addressing the economic development problems in the region, and strives to achieve a balance between the implementation of economic development initiatives and maintaining the quality of life for area residents and businesses.

NMCOG is working with Westford and other communities throughout the region on initiatives to regionalize and collaborate on the delivery of certain municipal services. This project is funded by the Massachusetts Department of Housing and Community Development (DHCD), using funds made available by the legislature under the District Local Technical Assistance (DLTA) Program. The DLTA projects include a feasibility study to investigate the formation of a regional HOME consortium, analyzing opportunities for regional procurement of goods and services, and identifying areas in which communities can work collaboratively in addressing stormwater management issues. Through a grant provided by the State 911 Department, NMCOG also worked with its member communities to study the feasibility of regionalizing 911 dispatch services. The City of Lowell and six of the towns in NMCOG decided to move forward with regionalizing 911 dispatch services due to the significant collective financial savings projected. Westford and Billerica officials, however, elected to not participate due to concerns of losing full local control.

Recently, NMCOG updated the region's Hazard Mitigation Plan through a contract with the Massachusetts Emergency Management Agency (MEMA). The Plan links community planning with pre-disaster planning by providing an updated assessment of natural hazard risks potentially affecting the overall region and individual communities, including Westford. The Plan also identifies appropriate mitigation measures for addressing these risks, in order to reduce the loss of property and life in the event of an actual disaster. Approval of the Plan by FEMA maintains the community's eligibility to receive FEMA Hazard Mitigation funds.

NMCOG staff worked with the Affordable Housing Committee to update the town's five-year Housing Production Plan, which was recently approved by the Massachusetts Department of Housing and Community Development (DHCD). DHCD certification, documenting that the town is making sufficient progress toward achieving its housing production goals, will provide the community with greater local control over the 40B development process in the future.

Parkerville Schoolhouse Committee

Dolly Michaelides
President

Roger Plaisted
Vice President/Maintenance Coordinator

John Wilder
Treasurer

Heidi Hatke
Recording Secretary

June Kennedy
Corresponding/Archival Secretary

Charles Kennedy
Living History Coordinator

Bonnie Oliphant
Assistant Maintenance Coordinator

Westford's #5 Parkerville Schoolhouse celebrated its second year of being placed on the National Register of the Country Schoolhouse Association of America. The annual Open House, routinely held on the first Sunday of November, is well-attended by curious adults and children. Whereas in the past one could listen to an alum reminisce, most have passed on. However, due to forethought by local historian and author June Kennedy, their stories have been captured in print and on film for future generations of inquisitive folk.

Due to its nostalgic ambiance and diligent upkeep by board members and volunteers, the schoolhouse continues to be a destination for all of Westford's 3rd graders in the spring as well as a desired space to rent for parties and meetings. During the spring of 2012, 20 Westford 3rd grade classrooms (and three from Acton) experienced the "Living History" or "Old School Days" curriculum of 'rithmatic on slates, dip-pen writing, marching to the wind-up victrola, old fashioned games and local history. The students are encouraged to wear period clothing and are excited to take on the name of a former student such as Elizabeth Nesmith Outhuse, Frank Jarvis, Bernard Wilder, Fred Griffin, Selma Williamson Unterberg or Connie Succo Lynch, all of whom went to the schoolhouse before 1930. The students recognize the names from local roads or families who still reside here. A wonderful part of the Living History Program comes from the "schoolmarms" who volunteer their time, many of whom are retired Westford teachers as well as board members: Ruth Guild, Dolly Michaelides, Bonnie Oliphant and Jane Jurgeleit. Melva-Jean Shepherd, also a retired teacher, and our own board member, June Kennedy, also volunteer as "shoolmarms."

Although the town owns and insures the building, all of the Schoolhouse projects are done at no cost to the town. Funds for restoration projects or building maintenance are primarily received from an annual mail drive in October. A smaller portion is received via grants. This past year restorative maintenance was done including replacing of the rickety basement steps and the porch was stained. An old bead board cupboard was purchased for storage and the furnace and water system were upgraded and checked.

Local student groups or non-profit groups such as 4-H or scouts can reserve the Schoolhouse at no cost however they are asked to help with service to the building including decoration the windows or helping during the annual spring or fall cleanup. The historic building is in great shape and ready to be used by student groups or small parties or meetings. If you are interested in using or renting the building, which

PARKERVILLE SCHOOLHOUSE COMMITTEE–CONTINUED

has buffet tables and chairs for 50, please call Heidi Hatke at 978-392-6827. Also, call if you wish to come to one of our monthly meetings or visit our website at: www.ParkervilleSchoolhouse.org. The Committee would like to thank Bob Oliphant and Tom Unterberg for their participation and support with grant writing, publicity and grounds maintenance.



Parks and Recreation Commission

The Parks and Recreation Commission acts as a policy-setting committee for the Parks, Recreation and Cemetery Department. The commission oversees short- and long-range planning for recreational facilities and site acquisition, as well as the development and maintenance of existing recreational facilities. The members of the commission are appointed by the Town Manager. The Commission meets the first week of each month. See Cemetery Commission for report on Cemetery Division.

Kevin "Kacy" Caviston
Chair

Carolyn Metcalf
Vice-chair

Colleen Barisano
Gus Bickford
Cindy Freud
Ken Hanly
John McNamara
Richard McCusker

The Parks, Recreation and Cemetery Department are responsible for recreation programming, parks and grounds maintenance, and cemetery maintenance and operations. Department Staff: Patricia Savage, Director; Sandra Habe, Assistant Director; Debra Barry, Office Administrator; Danielle LeBlanc, Senior Assistant; Kristin Kinglocke, WPC Curriculum & Program Coordinator. The following staff are shared positions with Highway Department: Jonathan Revis, Parks/Grounds Operations Supervisor; Robert Upperman, Parks/Grounds Crew Leader; Richard Nawoichik, Cemetery Supervisor; Brian Auger, Lloyd Leach, Glen McCarthy, and Brian Shipley, Heavy Equipment Operators. The administrative office is located at 35 Town Farm Road. Website www.westfordma.gov/rec

PARKS AND GROUNDS

Parks and Grounds maintain parks and recreation areas as well as other town properties. In addition to mowing, seeding, deep tine aeration, weed and pest control during the spring through fall season the crew completes additional work that is site specific.

American Legion ball fields - Graniteville is the principal location for youth baseball and softball. Winter damage to trees and limbs required additional work in preparing the fields for the opening spring season. All base paths were cut and reworked with clay as needed as well as minor repairs to fencing. Field lights on G4 – Gallardo field were replaced and repaired. A planned major renovation to the field is scheduled for fall 2012. In addition to the ball fields the complex has basketball courts, tennis court, and playground with small picnic area.

Jack Walsh Field – Parker Village is the principal location for youth and adult soccer. Eagle Scout Candidate Joshua Kohnstam completed the renovation and reconditioning of an existing information/message kiosk at the back parking lot. He also completed the installation of a new information/message kiosk at the front parking lot. The boards are used by youth and adult soccer for field assignments, schedules, and messages. The well pump had minor repairs this past spring and summer and appears to be functioning properly. Portions of the field received additional deep tine aeration and over seeding. In addition to the soccer fields, the complex has a basketball court, tennis courts, and playground.

Parks and Recreation Commission – Continued

The Town Common, Town Hall complex, Library, and Triangle area hosts a number of events throughout the spring, summer, and fall. The crew maintains the property which has seen an increase in the number of permits approved by the Board of Selectmen. There was a significant increase in the water bill in an effort to maintain the grounds. The crew made repairs to the irrigation system. Damage from the October storm resulted in the removal of downed limbs and branches. A clean up of the flower beds around the Town Hall complex was coordinated with the Assistant Town Manager and interns from Westford Academy. The beds were weeded, plantings trimmed and mulch was added. Donated plants were planted in the parking lot islands.

VFW/Forge - Forge is the principal location for adult softball, adult baseball, and older youth baseball using a 90' diamond. Repairs to the lighting on the softball field took place. This is an older lighting system that should be replaced in the next five years. There were repairs made to the irrigation system and water pump. In addition to the baseball and softball field there is a skate park, basketball court, and swings.

Cameron, Greystone, Frost, Whitney Playground and Hamilton fields are additional sites for youth soccer, baseball, and softball. Greystone also has tennis and basketball courts and trails. St. Onge playground and tennis courts are part of the Frost/Whitney playground area. A cricket group was permitted for the Frost field for the first time this year.

Edwards Beach and Forge Pond saw an increase in summer usage as people were staying closer to home. Both beaches are tested weekly for bacteria and there were no incidences during the season where the levels exceeded the standard. Information on testing results is available on the Board of Health website www.westfordma.gov/boh

Bruce Freeman Rail Trail
The Bruce Freeman Rail Trail (BFRT) is cleared regularly of debris by Trail Stewards.
The crew does a major clean up inthe spring of winter debris and in the fall of leaves and pine needles. The Highway Department has helped in the summer to cut back the brush with the brush mower keeping the trail from being overrun by weed growth. Emily Teller and Chris Barrett of Friends of BFRT www.brucefreemanrailtrail.org have worked closely with the stewards, the department and Commission in funding and communicating issues related to the trail and have been of tremendous help.

Ronan McElligott Memorial Playground – because every child deserves a place to play
Rubber matting was added under the swing sets to help with the movement of the rubber mulch and exposure of the subsurface. The playground is a barrier-free playground accessible to children of various ages and abilities. Repairs were made in the fall to a portion of the poured in place surfacing. Stephanie and Steve McElligott with family, friends, and volunteers did a major clean up of the playground flower beds and surrounding area in June. www.westford.com/ronansplayground

As time and labor permit, the crew has helped the Conservation Commission with mowing at Pond St., placement and removal of docks at East Boston Camps, and mowing of the grassy area at the main camp. Additionally this year, the crew completed the clean up and preparation of cemeteries for Memorial Day. In the absence of the Cemetery Supervisor, the crew completes burials.

The crew completes other tasks and projects throughout the year. This year the crew strung holiday lights at the Town Common. The annual holiday lighting ceremony is held the Sunday after Thanksgiving and is coordinated with the Girls Scouts and the Common Restoration Committee. The crew assisted with the installation of the Chanukah Menorah on the Town Common. They hang and take care of the flags along Main Street and North Main Street for Memorial Day through July 4th and from Veterans Day through Pearl Harbor Day – Dec. 7th. The crew helps Veterans Agent Terry Stader with the set up for the Memorial and Veterans Day ceremonies held at the Town Common.

RECREATION PROGRAMS

The Town established a Recreation Enterprise Fund that began in fiscal year 2009. The Enterprise Fund gives the Town the flexibility to account separately for services for which a fee is charged. The Town provided a subsidy in Fiscal Year 2012 as the decline in the economy and people having less discretionary funds impacted the revenues. Changes were made in the management of programs and expenses to create a better fiscal picture moving forward. A variety of programs are offered throughout the year. A brochure is mailed to Westford residents twice per year and it is available on line. Registration for most programs is available on line at www.westfordrec.com

Westford Area Community Crew (WACC)

The program has expanded under the direction of Coach Eddie Bruce. Coach Sarah Paret was hired in the winter to accommodate the expanding indoor rowing and school age programs.

Westford Friends of Recreation – Crew has become an active group in support of the program. The WFOR-Crew was able to purchase a new Resolute boat with plans to add more in the future. This four person boat was named in honor of former Coach Ken Gifford who was instrumental in the formation of the crew program. A dedication ceremony was held in the spring with Ken being one of the first rowers in the boat.

Kids Club, Destination Exploration, Leadership Training, Basketball, continue to be very popular summer programs. The development of an archery program will be expanded into future offerings in the fall and spring.

Tennis Coach Donna Holmes had a successful summer USTA Junior Tennis Team (JTT) season. The teams competed against area USTA JTT. Donna, a certified tennis professional, offers a variety of tennis programs spring through fall, weather permitting. Donna has been working with the department for over 10 years.

Westford Partnership for Children After School Enrichment program operates in all six elementary schools and for middle school participants at Stony Brook Middle School.

The program offers a variety of activities with new choices being added each registration period. The WPC offers special programs during school professional development days. Special program days are open to all students.

EAST BOSTON CAMPS AGREEMENT WITH CONSERVATION COMMISSION

An agreement between the Conservation Commission and Parks and Recreation Commission for scheduling the East Boston Camps property has worked out well with limited rental facilities. Building repairs anticipated have not been completed. It is anticipated to have one or two buildings ready that will meet Board of Health permit requirements for family camping in 2013

TOWN FARM

The department administrative office has been located at 35 Town Farm since September 2007. Repairs were made to the leach pit with the addition of a sewer cap thanks to the help and coordination of Bill Kenison, Engineering, and Chip Barrett, Highway Superintendent.

WESTFORD COMMUNITY FIELDS

The project went out to public bid for the construction of the fields and site work. Funds were still needed for the parking lot which will be privately funded through the Westford Friends of Recreation – Community Fields. Commission member Ken Hanly, as chair of the fundraising group continued to work with the fundraising group, to bring in the necessary funds to complete the project. A number of generous donations from Westford Youth Soccer and Red Hat Corporation helped us to keep the project moving. Commissioner Kacy Caviston coordinated the privately funded portion of the project. It is anticipated the fields will open in fall 2012 or in full use spring of 2013

Pedestrian Safety Committee

The Pedestrian Safety Committee is charged with identifying and evaluating options for improving pedestrian safety in Westford. Such options might include, but are not limited to: sidewalks, paths, crosswalks, speed bumps, speed and other warning devices, bicycle lanes, and pedestrian and driver education. The evaluation process shall consider not only the effectiveness of each option for pedestrian safety, but also the cost of each option and possible funding sources. The Committee shall present recommendations to the Board of Selectmen.

Peter Ewing,
Chair
Lou Cook
Michael Croteau
Safety Officer
Kate Hollister
Planning Board
Karen Hudson
Robert Jefferies
Selectman
Tom O'Donnell
Bala Parthasarathy
Robert Stafford
Historical Commission
Gunars Zagars

The Pedestrian Safety Committee has been meeting since February 22, 2012. Accomplishments to date include the following:

- Elected Peter Ewing as Chair.
- Scheduled monthly meetings on the second Wednesday of each month, at 7 PM, in the first floor meeting room in Town Hall.
- Gathered and reviewed data from previous work pertinent to pedestrian safety, including the 1999 Route 110 Master Plan, the 2000 Sidewalk Master Plan, 2009 Master Plan Summary, and data on accidents involving pedestrians and/or bicycles.
- Reviewed and updated documents mentioned above to reflect changes which have occurred during the past dozen years.
- Identified the Federal program "Safe Routes to School" and explored ways of partnering with one or more Westford schools, either on an individual basis or all at once.
- With valuable assistance from the GIS department, constructed a first draft of up-to-date GIS maps identifying roadways around schools, residential neighborhoods, recreation fields, and commercial districts that need pedestrian access and/or improvements. The GIS maps with detailed legends serve as a database of priority roadways that have pedestrian access issues, and contain pedestrian-auto and bicycle-auto accident data.

In addition to the above accomplishments, the Pedestrian Safety Committee has reached out to and established solid working relationships with several Town departments, boards and committees, including Highway Department, Department of Land Use Management, Planning Board, Historical Commission, Westford schools and the Board of Selectmen.

Permanent Town Building Committee

Thomas Mahanna
Chair

Kirk Ware
Vice Chair

Paul Davies
Treasurer

Nancy Cook
Secretary

Karen Cavanagh
Doug Fannon
Gary Lavelle

The Permanent Town Building Committee (PTBC) has spent the past year working to develop a Building Needs Assessment for the Town. At the town-wide Strategic Planning Workshop held on June 23, 2011, the PTBC was designated to complete a study of available building space in Town-owned buildings. The purpose of the study was to determine what available building space exists in Town buildings, and recommend the best use for this space. Although the total inventory of town -owned buildings is over 100, the study focused initially on six buildings. These buildings included the former fire stations in Forge Village and Graniteville, the Town Farm building complex, Millennium Building, the old Highway Garage, and the Water Department garage.



Town Farm Building

With the exception of the Graniteville Fire Station, all of the buildings are occupied by various Town departments. The PTBC evaluated each space and its current use and provided recommendation for the best long term use of the buildings. Our recommendations were presented to the Board of Selectmen on April 24, 2012. The presentation recommended selling the Graniteville Fire Station, relocating the Information Technology Department out of the Forge Village Fire Station to a more permanent location and selling this building, and relocating the Parks and Recreation Department out of the Town Farm Building to a more permanent location. The Town Farm complex should be furthered studied and restored to its historic nature along with other required upgrades to meet current building codes.

The Building Needs Assessment is expected to be completed in 2013.

Senior Center Ice Control System

Soon after the renovations to the Cameron Senior Center were completed in the summer of 2010, the following winter produced one of the harshest winters on record. This caused significant issues with formation of ice on the roof and overhangs which created safety concerns. The PTBC completed the design and installation of a heavy duty ice control system that was completed in the fall of 2011. This system will help prevent the formation of ice dams and the dangerous icicles that had formed the previous winter. The total cost of the project was $28,258.

Meetings

Our meetings are generally held every other Wednesday at 6:30 p.m. Information about our committee and our meetings can be found on our webpage at www.westfordma.gov.

Planning Board

The Planning Board typically meets at 7:30 PM on the first and third Monday of each month in Room 201 at Town Hall. Meetings are open to the public and are televised on Westford Community Access Television (WCAT). The WCAT broadcasts can be viewed online through a link on the Town's home web page.

Michael Green
Chair

Kevin Borselli
Vice Chair

Dennis Galvin
Katherine Hollister
Matt Lewin

Staff
Angus Jennings
Director of Land Use Management

Chris Kluchman, AICP,
Board of Appeals Town Planner

Victoria Johnson
Administrative Assistant

Highlights of the year include:

- Hearings related to the build-out of the 30 acre Cornerstone Square Development at the intersection of Littleton Road and Boston Road. Included modifications to the special permit related to signage and to signs throughout the entire site.
- Hearings on the Site Plan Review for a 100,000 square foot expansion of an office building at Technology Park West.
- Hearings on a complete rewrite of the Wireless Telecommunications section of the Zoning Bylaw, which passed at Annual Town Meeting in March 2012.
- Hearings on new Stormwater Regulations to implement the Stormwater Bylaw.
- Preparation and participation at a session about new development on Route 110 at the Strategic Planning Retreat.
- Discussions, field visits and review of road design standards in the Subdivision Regulations.
- Site Plan Reviews for new commercial development including Bridges at Westford, a memory care facility being built on Route 110.

Oversight and approval of for subdivision projects that are being built, including: Aldrich Farms, St. Augustine Drive, Beaver Brook Village, Cider Mill Lane, Pageant Way and street acceptances for four streets that were accepted at Town Meeting.

PLANNING BOARD – CONTINUED

Planning Board Application Summary			
Type	**Status**		
	Approved	**Denied**	**Withdrawn**
Site Plan Review	6		
Storm Water Management	7		
Special Permits			
Water Resource Protection District			
Major Commercial Project			
Planned Commercial Development			
Common Driveway	1		
Open Space Residential Development			
Flexible Development			
Signs	6		1
Other Special Permits	1		
Modification of Prior Approvals	8		5
Subdivision			
Approval Not Required (ANR)	13		
Definitive Subdivision			
Scenic Road			
Earth Removal Permit	3		
Totals	45	0	6

What does the Planning Board do?
The Planning Board consists of five elected members who serve staggered 5-year terms.

At the May 2012 Annual Town Election, Board member Matt Lewin was elected. The Board appreciates the service of Prasad Vasiraju, who served for the previous year.

Defined by Massachusetts General Law the Board has three primary functions:
1) to establish planning goals and to prepare plans to implement those goals, which take the form of the town's zoning bylaws;
2) to administer the Subdivision Control Law which establishes the process for development of new roads and new housing. A developer's proposed plans are carefully scrutinized for roadway design, drainage, soil conditions and a host of details related to proper sighting; and
3) the Board is designated as the permitting authority for various site plan submittals under the town's Zoning Bylaws.

Planning staff acts as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers and businesses through the town's various permitting processes. Staff members also offer technical advice and expertise to several boards, committees, and town departments including the Planning Board, Zoning Board of Appeals, Affordable Housing Committee, Historic Commission, and ad hoc committees as needed. The Planning Department is not a permit granting authority. Its function during the permitting process is to integrate laws, regulations and plans with the Town's goals to ensure that the best interests of the town and its residents are served.

Police Department

Thomas M. McEnaney
Chief of Police

Walter R. Shea
Deputy Chief

Joseph A. Roy
Captain

Victor Neal
Captain

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the Police Department has the direct responsibility for the preservation of the public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

The value statement of the Westford Police Department:

- Maintenance of the highest standards of integrity and ethics;
- Excellence and teamwork in the performance of duty;
- Protection of constitutional rights;
- Problem solving for continuous improvement;
- Continuous planning for the future; and
- Performing public service and law enforcement tasks so as to provide leadership to the police profession.

Specialized Police Services
As the Town of Westford grows, so do the calls for police service from residents and businesses alike. Many of these calls can be handled most effectively by a very specialized law enforcement response. To that end, the Police Department has responded by training an officer in commercial vehicle enforcement to address commercial vehicle traffic safety. Additionally, K-9 officer Peladeau has trained and is now partnered with a certified narcotics detection K-9 in order to address drug abuses. Below is a further explanation of services now provided.

Commercial Truck Enforcement
The steady increase of commercial and residential development in Westford over the past few years has brought more motor vehicle traffic throughout the town and along the Rte. 110 corridor in particular. Along with the increase in traffic congestion, the number of traffic crashes has increased proportionally, as well as the concerns of Westford residents about traffic in town. The Board of Selectmen has identified the need to improve traffic calming measures in Westford and they made it one of their 2012 goals. With the increase of traffic, a particular area of concern was identified by the Police Department was an increase in the number of overweight commercial vehicles travelling through Westford. An overweight commercial vehicle is not an uncommon violation, but it is a violation that poses one of the greatest risks to the motoring public.

Officer Scott Hyder is the Police Department's full-time traffic officer whose primary responsibility is to identify and improve traffic safety through enforcement and educational programs. In 2012 Officer Hyder completed 240 hours of classroom training and 40 hours of field training with the Mass. State Police in order to become federally certified to perform compliance inspections on all commercial motor vehicles. Truck scales are a vital piece of equipment used by Officer Hyder in order to weigh vehicles that are suspected of carrying an overweight load. At the 2012 Annual Town Meeting the voters of Westford approved the purchase of four truck scales costing $20,000 which gave Officer Hyder the necessary tools to make the public ways of Westford a safer place for travel. Thank you to the voters of Westford from the Police Department for their past, present and future support.

Newest Police K-9

As a result of interest and inquiries from the public, a police "K-9 Gift Account" was established in 2011 in order to restart the Westford Police K-9 program. Enough money was donated by individual members of the public and local businesses to cover the purchase of "Beny." Since their graduation from the Police K-9 Academy Officer Corey Peladeau and Beny have been very active in locating suspects, missing persons, and articles of evidence such as firearms that have been used in committing a crime. Beny is a single purpose K-9 used for tracking.



K-9 BENY

A second Police K-9 has been added to the force and her name is "Misty". Misty is a two year old Australian Cattle Dog, a rescue from the Lowell Humane Society that K-9 Officer Corey Peladeau selected for a tryout at the K-9 academy. Misty did so well and learned so quickly that it was not necessary to test any other dogs. She got the job on her first tryout. Misty has been trained and proven to be reliable in the detection of marijuana, hashish, cocaine, heroin, methamphetamines, as well as commonly abused prescription drugs. When Misty detects the odor of these controlled substances, she communicates this to Officer Peladeau by a change in her behavior. She will sit and hold her nose to the source of the odor without scratching at it or barking. This is known as a "passive alert."

K-9 Beny is trained specifically for tracking and article searches. K-9 Misty is trained specifically for narcotics detection. The reason each dog is trained for a single purpose is simply for effectiveness. It has been proven that a K-9 trained in a single discipline is more effective than a dog that has been cross-trained in tracking, narcotics, explosives, etc.

Both Misty and Beny reside at Officer Peladeau's home in a kennel constructed by a local builder who donated his time and expertise, with materials donated by a local business. Beny and Misty's veterinarian care is donated by a local animal hospital and their food is donated by a local pet store. The continued public donations and support for this program is greatly appreciated by the men and women of the Westford Police Department and we would like to thank everyone involved. In their short time of service, Beny and Misty have become a valuable asset to the Police Department and the Town of Westford and they will be for many years to come.



K-9 MISTY

Police Department Call Log

July 1 2011 Thru June 30 2012

9-1-1 Calls-TOTAL	3326
9-1-1 Hang up	203
9-1-1 Non-Emergency	191
9-1-1 Other Jurisdiction	75
Accident Industrial	1
Accident MV-Injury	52
Accident MV-No Injury	486
Alarm/Burglar	829
Alarm/Fire	420
Animal Control Officer Call Out	181
Animal Cruelty	4
Arrest	156
Assault-Simple	18
Bank Escort	209
Bomb Threat	0
Business/House Check	3365
Breaking & Entering	56
By-Law Violation	112
Car Seat Installation	102
Child Abuse/Neglect	19
Commitments	31
Counterfeiting	4
Disturbances	276
Domestic Violence	224
Drug Law Violations	13
Firearm Violations	14
Fire MV/Bldg/Brush	120
Fireworks Violation	6
Funeral Escort	12
Harassment	39
Identity Theft	89
Injury to Property	172
Larceny	143
Larceny From MV	42
Larceny MV-Auto	5
Liquor Law Violations	66
Lock Out	220
Maintain the Peace	21
Medical	1107
Message Delivery	52
Missing Person/Child	14
Mutual Aid	97
MV Abandoned	7
MV Disabled	213
MV Stop	4073
MV Violations Issued	3446
Officer Wanted	398
Order Served-Court/Restraining	243
Park and Walk	565
Property Found	115
Property Lost	43
Property Take Possession	26
Protective Custody	2
Radar Assignments	948
Repossession	10
Restraining Order Violation	21
Robbery	2
Rubbish Disposal	21
Safety Hazard	367
Search Warrant	14
Sexual Assault/Adult & Child	9
Sudden Death	5
Suicide/Attempt	12
Surveillance MV	116
Surveillance Person	117
Suspicious MV/Person	431
Telephone Harassment/Obscenity	29
Traffic Hazard	336
Transportation/Citizen/Prisoner	161
Trespassing	10
Truancy	8
Vehicle ID Number (VIN) Check	6
Well Being Checks	326

POLICE DEPARTMENT ROSTER

POLICE DEPARTMENT ROSTER FY "12"

Chief of Police

Thomas McEnaney

Deputy Chief

Walter Shea

Captains

Victor Neal Jr — Joseph Roy

Lieutenants

Hervey Cote — Mark Chambers

Ronald Paulauskas — Donald Pick

Sergeants

Stephen Keins — Gregory Marchand — James Peloquin

Marc Proia — Christopher Ricard

Patrol Officers

Justin Agraz	Torace Armstrong	David Bettencourt	Michael Breault	Jonathyn Byrne
Michael Croteau	Joseph Eracleo	Timothy Galvin	Brian Gendron	Derek Hartley
Jon-Allen Haslam	Scott Hyder	James McCusker	Robert Musto	Daniel O'Donnell
Geoffrey Pavao	Corey Peladeau K-9	Micheal Perciballi	David Silton	Joseph Walker
		David Welch		

Special Services

Det. Sgt. David Connell — Sgt. William Luppold-Prosecutor

Det. Matthew Furlong — Det. Nirissa Nicoletti

Det. David O'Hearn — Det. Dennis Rogers

Operations Administrator

Timothy Whitcomb

Telecommunicators

Ryan Cobleigh — Erin Haynes — Brandon Holmes

Timothy Hughes — Chrystal Murray — Ashley Piche'

Andrew Sherman

Office Personnel

Jo Cobleigh — Michelle Wright — Linda Zarzatian

Custodial

Donald Guillmette

Public Works Initiative Committee

John Cunningham
Conservation Commission, Chair

Gus Bickford
Parks and Recreation Commission at Large, Vice Chair

John Mangiaratti
Assistant Town Manager, Clerk

Valerie Wormell
Board of Selectmen

Mark Kost
Capital Planning Committee

Hugh Maguire
Water Commission

Arthur Benoit
School Committee

Robert Price
Library Trustee

George Rogers
Council on Aging

Non Voting Members:
Richard Barrett
Highway Department

Pat Savage
Recreation Department

Angus Jennings
Director of Land Use Management

The Public Works Initiative Committee is charged with working with all policy boards to carry forward the plan developed by the ad hoc Public Works Committee dated March 2010. The committee is responsible for further refining the plan steps, developing additional concepts and recommending implementation actions according to the Public Works policies adopted by the Board of Selectmen on February 26, 2010.

The PWIC met for the first time March 11, 2011, meeting twice a month over the ensuing three months of FY 2011. The committee reviewed previous efforts of the town staff and earlier Public Works (PW) related committees to identify ongoing efforts that are producing results and which may have wider application. The committee also reviewed current practices to identify areas where the committee effort may have the greatest potential for reducing costs and improving efficiency while at a minimum maintaining existing service levels and improving service levels where possible.

The Committee continued regular meetings throughout FY 2012 discussing current Town processes and procedures for maintaining town facilities and supporting efforts to consolidate contracts for like services usually obtained by individual departments. To better focus committee efforts the committee developed and published a Public Works Initiative Direction that identified five areas of concentration to further the goals of the Ad Hoc Committee: optimization of in-house resources and contracts for maintenance, repair and construction; prioritization of requirements for maintenance and repair of Public Works (PW) vehicles and equipment; care of town facilities and property; potential for organizational changes; and utilization of the experience and expertise of other towns and organizations. To provide better visibility of the committee efforts and to improve communications with the citizens of Westford, the committee established a website and suggestion box within the Town website.

With contracts consolidation continuing under the auspices of the Assistant Town Manager, John Mangiaratti, the committee decided to focus initial efforts toward maintenance of town facilities, specifically how town departments were getting work done, how they contracted for facility services and the extent of resource sharing

PUBLIC WORKS INITIATIVE COMMITTEE – CONTINUED

between departments. The committee developed a facilities maintenance questionnaire that was used to interview department heads to get a better sense of how the current system is working and to see if there are opportunities for combining and/or a more systematically sharing of, resources that would be advantageous to the Town. The results identified the potential for consolidating facilities maintenance contracts as well as combining in-house resources to better serve town requirements.

In reviewing the town organization for maintenance of facilities, the committee identified some facilities that the committee felt would be better maintained and operated by public works organizations in the town. These facilities were the water booster station for the Highway Department and the central Waste Water Treatment Facilities maintained by the schools. The water booster station is being handled by agreement between the departments concerned. The committee is supporting the Water Commission, School Department and town administration in their efforts to develop the information needed regarding the current contract and costs for operation and maintenance and the costs for upgrading the Waste Water Treatment Facilities.

The committee also provided updates to the Board of Selectmen outlining the committee activities and results of department interviews. During the months of discussion it became apparent that several town committees were involved in facilities issues to varying degrees and that there may be some potential for sharing of information and mutual support of committee activities. The idea for convening a Facilities Summit Committee was proposed to the BOS in February of 2012. The PWIC deferred plans for an early spring meeting in order to support the Strategic Planning Retreat in June of 2012.

For Fiscal Year 2013 the PWIC will lead the effort to convene a Facilities Summit to explore areas of mutual interest and support for committees charged with facility development and maintenance. In purchasing, procurement and contracts the committee will continue with efforts to identify all public works related contracts and to combine as appropriate. In facilities maintenance and repair the committee will attempt to determine and evaluate all costs including in-house labor and materials and service contracts with a goal of consolidating resources and streamlining processes for facilities work. The committee will also review current maintenance responsibilities with the goal of realigning as appropriate, and consolidating public works responsibilities to allow departments to concentrate on their core responsibilities. As for organization, the committee will be considering the development of streamlined processes within the current organization to improve response to public works requirements as well as improvements in the public works organization.

Records & Archives Management Committee

Virginia Moore
Chair

Ellen Harde
Pat Louch
Sandy Martinez
Robert Oliphant
Kaari Mai Tari

Much of FY2012 was spent organizing documents that were moved to the archives center in order to maximize the space allotted for the storage of town archives. Committee member Bob Oliphant and many volunteers spent several hundred hours on the task. The results are described below.

Barbara Murch has been organizing and indexing our collection of Selectmen's minutes back to the 1970s. Beverly Jones organized, scanned and indexed Planning Board minutes into the town's online Document Management System (DMS). Beverly also scanned Town Meeting minutes of years past into the DMS putting more historical information at the fingertips of anyone who is interested. We just love technology (but we love our paper, too!).

Emily Teller has been helping out on records and archives management tasks in the Town Clerk's office on a weekly basis over the last year for which we are grateful. She compiled a spreadsheet of Planning and Zoning projects by project name from 1996 to present. This is now accessible to the Permitting Department and will serve as a key finding aid for past projects. Emily also compiled a spreadsheet of elected positions through the 1980s that will help to keep track of campaign finance and serve as an aid in ballot printing to ensure that all positions are correctly reflected. She also started compiling a catalogue of local option statutes that have been accepted by Town Meeting dating back to 1890. Never at a loss for energy, she has also started to organize Conservation Commission files as part of the 2010 CPA project. This involves mostly eliminating duplicates and items that are no longer required under state and departmental retention requirements. It must be stated that the Conservation files themselves have been extremely well maintained by Bill Turner. The challenge is to weigh the benefit of compiling data from other sources into one file vs. referencing rather than duplicating the documentation in order to save space.

Frank O'Malley organized pole location documents that were boxed, punched scattered and filed chronologically. He also organized and created an inventory of old planning files and zoning files and rehoused several boxes of plans into flat planning files in the vault.

Judy Egan took on the arduous task of indexing and flattening several boxes of rolled planning and engineering files at the Highway Department.
Subsequent to the records management recommendations and retention schedules created by the InLook Group under the 2010 Records Preservation CPA Grant, the Planning Department has been sorting through and indexing boxes of files, discovering many treasures along the way.



The Committee is currently working with Tom Laflamme in the Technology Department and Terry French from the State Archives toward a standardized nomenclature for document types.

Records & Archives Management Committee

Finding Aids

Peggy Vennard from the Treasurer's office has been seen treading familiar ground in the Town Clerk's office and is helping to create finding aids of archived collections of 19th and early 20th century documents, including Selectmen's and legal correspondence.

Bob Oliphant created an extensive item-level finding aid of town meeting and election warrants and ballots from 1867-2008.

Recycling Commission

The mission of the Recycling Commission is to:

- Increase awareness of recycling benefits to the Town of Westford.
- Educate Westford residents on recycling options.
- Provide opportunities for non-curbside recycling.
- Implement programs that encourage diverting recyclables from the trash.

Alan Bugos
Kristina Erickson
Ellen Harde
Joan Keane
Charles Stark
Barbara Theriault

Focus on Composting

To many, "recyclables diverted from the trash" equates to items made of glass, metal, plastic and paper. But over the past year the Commission has focused on another component of our waste that is heavy, bulky and can easily be redirected – compost.



Resident Kathleen Canavan with the new composter she purchased this year from the Recycling Commission

The EPA estimates that in the year 2010, almost 14% of our nation's waste was food scraps, making it the second largest category of waste. Since Westford pays by the ton for our trash to be hauled and incinerated, composting our food scraps is a valuable way to reduce the weight of our trash. This year, the Recycling Commission has focused on promoting composting by way of articles, the town website, and a video, "Are you Composting Yet?", running regularly on Westford cable television. This past year the Commission has sold 36 of Earth Machine composters at the cost of $45 each.

E-Waste Prices Reduced

In the ongoing effort to "provide opportunities for non-curbside recycling," the Commission hosts three electronics collection events per year.

This year, in the fall of 2011, the Commission initiated a vendor review, interviewing three area businesses that process and recycle electronics, to ensure that Westford residents have the best service possible. While the decision was made to stay with the incumbent vendor, Electronic Recyclers, locally based in Holliston, Mass., the prices to drop off many items were decreased and the list of acceptable items was broadened. Electronics Recyclers is fully certified to several quality and recycling standards and residents can be assured that electronics from Westford are being conscientiously recycled.

Easier Ways to Recycle

It is estimated that about 25% of Westford residents now have 64 gallon wheeled recycling "toters" that are the property of Integrated Paper Recycling (IPR). Since IPR is unable to provide more toters at this time, the Commission is offering the same model bin to residents at cost, for a price of $40. This is not mandatory – it is only an option for those who would like to buy a bin. Currently the Commission is selling one bin a day. To get a bin, residents can send a check for $40, payable to the Westford Recycling Commission, to the Town Clerk.

RECYCLE stickers to place on any sturdy barrel are also available for free at the Town Clerk's office.

Statistically, Westford had an increase of 110.27 tons of recycling in FY2012 compared to the previous year. This is a 4.1% increase over the fiscal year. In the first half of FY2012, recycling increased more than in the second half of FY2012.

Sealer of Weights & Measures

The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) annually all commercial weighing and measuring devices. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scales to ensure that the equipment is calibrated properly. The inspections are conducted annually by the Division of Standards under a contract for a fixed fee. The town collects revenue for each inspection to offset the cost of providing this service.

The Board of Selectmen approved a new fee schedule for inspections of scales, meters, electronic checkout systems, and other measuring devices during a public meeting on November 8, 2011. The town has worked closely with the Division of Standards to identify businesses that will be added to the inspection list for fiscal year 2013.

Fiscal Year 2012 Inspection Activity
The sealer conducted inspections at approximately 24 businesses and 2 schools in Westford this year for a total of 140 inspections. The table below represents all of the inspections that were conducted by the sealer during fiscal year 2012.

	Type of Inspection	Number of inspections Completed
Inspections of Scales	over 10,000 lbs	3
	5,000-10,000 lbs	1
	1,000 - 5,000 lbs	0
	100-1,000 lbs	3
	10-100 lbs	2
	less than 10 lbs	3
	Weights (all types)	0
Inspections of Measuring Devices	Gasoline Meters	123
	Vehicle Tank Pump	3
	Bulk Storage	0
	Taxi Meters/ Odometers	0
	Fabric Measures	0
	Cordage Measures	0
	Linear Measures (yard sticks)	0
Misc.	Reverse Vending (bottle return)	0
Electronic Checkouts	less than 4 units	0
	4 but not more than 11 units	1
	more than 11 units	1

Information about the Sealer of Weights and Measures is available on the town web site.

Westford Public Schools

Everett V. Olsen Jr.
Superintendent of Schools

During the 2011/2012 school year, the Westford Public Schools enrolled 5,307 students, one student more than our 2010/2011 enrollment. Systemwide enrollment continues to demonstrate a level of stabilization around 5300 students. At the kindergarten through grade 2 level we are beginning to experience a slight decline in enrollment. This is primarily due to a decline in the number of children born in Westford over the last ten years.

Year	Number of Births by Westford Residents
2001	296
2002	263
2003	276
2004	228
2005	230
2006	195
2007	170
2008	170
2009	163
2010	156
2011	153

The critical factor impacting future enrollments will continue to be the number of families with school age children who move to Westford as a result of an excellent school system. Additionally, the construction of high density residential housing will most certainly have an impact. At the present time more than 300 units of housing are in a developmental stage. It is imperative that we study demographic trends carefully to ensure that enrollments are as balanced as possible across school districts.

The beginning of our school year was interrupted by a tropical storm. Additionally in late October an unexpected snow storm resulted in many downed tree limbs and power lines. This storm forced schools to be cancelled for four days. For the first time in memory, Westford lost five days of school prior to the end of October. For the five years prior to the 2011/2012 school year, Westford cancelled school an average of four days during the entire school year. Given the concern for the loss of more days beyond the five days lost prior to the end of October, a plan was developed to conduct school on two days during the February school vacation week and two days during the April break. This plan was approved by the School Committee. School was conducted on two of the February vacation days; however the winter was relatively snow free and the full April vacation was restored for students and staff.

Once again the academic performance of our students continues to be excellent. This is attributed to a highly trained and dedicated staff, a rigorous curriculum, excellent students, and very supportive families. Graduating seniors continue to be admitted to many of the finest colleges and universities in the nation. Students rank in the top 3% to 10% of all students across the state on the Massachusetts Comprehensive Assessment System (MCAS) in both English Language Arts and mathematics. Westford's statewide MCAS ranking is presented below by grade level. Westford will continue to annually analyze student performance on the MCAS and seek improvement in future results.

MCAS

Westford Public Schools - Spring 2011 MCAS Results

Grade	ELA Ranking	Math Ranking
3	24th	23rd
4	35th	19th
5	22nd	12th
6	19th	3rd
7	9th	6th
8	4th	3rd
10	16th	8th

Westford provides an excellent well-rounded education to all students in the system, as well as the return on investment that taxpayers receive. Students do extremely well on statewide testing, yet pupil cost to educate students is among the lowest in the state as calculated by the Massachusetts Department of Elementary and Secondary Education. Although taxpayers receive great educational value for each tax dollar invested in educating students, the level of funding from all revenue sources is of increasing concern. The general fund support for the school system is declining and Westford must reverse this trend in order to meet the varied academic and social development needs of students. The last several fiscal years have been some of the most difficult in many years. The complexity of needs of student population continues to increase yet funding levels for the school system have presented a challenge in enabling us to meet the needs of a number of regular education and special education students. Westford cannot allow the quality of its school system to be compromised, and it is imperative that the town explore means to appropriately fund the programs and services necessary to address current and emerging student needs.

Excellent school facilities are important to providing a safe and clean learning environment for our students and staff. Our custodial and maintenance staff continues to do an outstanding job in daily cleaning and repairs. Westford has a reputation for having some of the cleanest schools in the Merrimack Valley. Occasionally our buildings are in need of larger capital improvements. I want to thank the school committee, various town boards and committees, and the town administration and voters at Town Meeting for supporting much needed capital repairs and improvements. I am particularly pleased that a new elevator was installed at the Abbot Elementary School during the 2011/2012 school year. For the first time in the nearly sixty year history of the Abbot School, the second floor is accessible to students, staff and parents with disabilities.

WESTFORD PUBLIC SCHOOLS – CONTINUED

Once again the accomplishments of students and staff continue to bring significant pride to the school system and the greater Westford community. Included in this report are many and varied accomplishments. The list of awards and accomplishments grow annually and we are so very proud of the students and staff. The support received from the School Committee, Board of Selectmen, Finance Committee, own administration, parents and the entire Westford community is invaluable. A strong partnership and commitment to educational excellence will continue to serve students well and prepare them for a very competitive world they will face in the future.

STUDENT ACCOMPLISHMENTS

ELEMENTARY SCHOOLS

Miller/Nabnasset **Destination Imagination** kindergarten team participated in Destination Imagination regional tournament on March 11th at Chelmsford High School under "Rising Stars" category. The team's main challenge was "Built to Last" where they had to "Create a play about making the best toy that will ever be made." Working as a team in sharing ideas and coming up with a best toy, the members did an amazing job. The judges' comments were "they were so creative, very impressive, great teamwork". Congratulations to Miller kindergarten students: Aakansh Mysore, Nikhil Singh, Samya Palavat and Shahoj Makkapati

AEProgramming brought Channel 4 Barry Burbank to the Miller School. Meteorologist Burbank created an atmosphere of inquiry and curiosity with the first grade students. The students were to be viewed on air during a broadcast in March.

Miller School students, Charlie and Meggie Norton, are recognized for their song, "**Rules on the Bus.**" The song is being made into a children's book.

All Miller students and staff received "I Don't Bully" T-shirts, which are worn on community meeting days scheduled each month. Community meetings address character education including bullying.

As of 3/16/12, **Day School Math Clubs** are ranked as follows in the On-Line Math League (national competition):

- Grade Three - Third place out of fifty-one teams entered. Clinched finishing no lower than fourth place.
- Grade Four - Fifteenth place (with one more contest to complete) out of sixty-nine teams entered.
- Grade Five - Will finish no lower than second place out of seventy-one teams entered.

STUDENT ACCOMPLISHMENTS – CONTINUED

Seventy-six eager Grade Five Day School students performed the production "**Frog and Toad**" for three different audiences in March under the leadership of Director Dr. Luke Jorgensen, and assisted by Westford Academy (former Day School) students Jillian Frankel and Leah DeTolla.

Westford Academy student and Eagle Scout Aziz Rangwala is partnering with the Day School to identify how best **to conserve energy** and save money. Homeroom representatives conducted an energy audit and are developing an "Energy Pledge" to formalize energy saving strategies and habits. All students were invited to enter poster contests as part of this Energy Conservation initiative.

In early October, Day School grade four student Timothy Shee competed in the **College Point Junior Open (CPJO) badminton tournament** in Queens, NY. He won first place in the U-11 boys single, first place in the U-11 boys double, first place in the U-13 boys doubles and second place in U-13 boys single.

2011 Center for Talented Youth - **John Hopkins Talent Search**. Suraj Rajiv, a current 3rd grade student at the Day School, took the SCAT (School and College Ability Test) for students in grades 2 to 6, as a 2nd grader at the Miller School in June 2011. He scored at 97th percentile in both Math and verbal SCAT and was invited to attend the awards ceremony. At the awards ceremony, he was awarded the certificate of Award for High Honors for being among the highest scoring participants in the 2011 academic year.

Jessica Leong, Crisafulli 5th grade student, was awarded the **Prudential Community Service** Medallion on Friday, March 16th at Community Meeting. She collected $2,000 and hand-delivered the donations at emergency shelters and to victims she came across.

The Crisafulli after school **Math Club** is in full swing. The students in grade 3, 4 and 5 participate in monthly mathematical activities and online mathematical contests.

Crisafulli's **Golden Gummi Bear Destination Imagination** team placed second in their division, competing against nine other teams. The tournament also has an "instant challenge" component, where they are given a problem and need to solve it in about 5 minutes. The Golden Gummi Bear DI team came in first in their division! The team members were 3rd graders Alice Miller and Alana Donovan, 4th Graders Kriti Moogala, Katherine Dickey, and Mahi Kandage, and 5th graders Sarah Balian and Sanjitha Subramaniam.

Robinson first grade students all participated in the **Book Buddy Program** with partners from the Crisafulli School. All students engaged in literacy projects specifically designed to enhance the reading skills of both partners.

Robinson first and second grade students performed in musical presentations for the school and parent community under the direction of music teacher Laurie Oliver. Second grade presented "Dr. Seuss We Love You" and first grade presented "Chicken Soup With Rice."

A school assembly was held in the fall to celebrate the opening of a **time capsule** that was buried 50 years ago by students of the Nabnasset School. Former teachers were invited as special guests to share Nabnasset stories and the contents of the time capsule were revealed. Some items included: a newspaper article, school photos and a school t-shirt.

Keith Weston, Physical Education teacher, and Barbara Bergin, Nurse, won a $1500 grant from the Upcycle It! Program to plant 12 shade trees for the playground. Students at the Nabnasset School will be able to enjoy the beauty of the flowering pear trees.

Graduates from the class of 1961 visited the Abbot School. They took a tour of the building, noting all the changes and left messages for the students/staff. A special bulletin board was created for this group, which featured pictures of them back in the year 1961.

Several students from Abbot took part in the WA Ghosts and Goblin program where WA students tutor and mentor elementary students after school.

Nathan Rigione, a WA student, completed his Eagle Scout Project at the Abbot School. He moved the World War II Monument from the front of the school near the flagpole to its original home on the upper field.

A Ribbon Cutting Ceremony was held in March to celebrate the completion of the elevator. Several school committee members, Superintendent Bill Olsen, some Abbot School staff, and the Dillon Family were there to enjoy this event.

MIDDLE SCHOOLS

Three Stony Brook 7th grade students, Thea Lamarre-Anderson, Alyssa Vuilleumier and Alison Bergeron entered a project for the **National History Day** contest. The National History day contest has students work with a theme and the students have to use primary and secondary sources to explore that theme through a specific topic. These students earned a first place finish on March 3rd at the preliminary round at Beverly High School in their category and competed at the state competition on March 31st at Stoneham High School.

Karan Sarkar, 8th grader at Blanchard Middle School, received a perfect score of 800 on the May, 2011 **SAT Math** exam - the very same test that high school juniors and seniors take for college admissions. He also received an outstanding score 700 on the Verbal section. At the time of this exam, Karan was only 12 years old!

Several Stony Brook eighth graders are achieving major success in mathematics.

- Alok Puranik and Rohit Rajiv qualified for the AIME math exam based on their AMC 10 scores. Their scores put them in the top 2.5% of tenth graders nationwide.

STUDENT ACCOMPLISHMENTS – CONTINUED

- Alok Puranik, Siddhant Navali, Rama Mannava, Nehal Navali, Rohit Rajiv, and Pranav Nanga participated in an independent, extension project on Matrices. This high school level project included independent and group learning, applications of the skills learned, reflection writing, and creation of a Wiki to display their work.

Blanchard science teachers, Mrs. Sullivan and Mrs. McNiff, worked with students to participate in the statewide **Science Olympiad** competition. This was Blanchard's first year of competition and our students did extremely well in their events. We are proud to acknowledge the following students: Aine and Fay for 3rd place in Food Science, Nancy and Anu in 4th place in Disease Detectives, Kai-Lou,Taiga, Shannon in 4th place for Experimental Design, Maanas in 5th place for **Road Scholar**, and Neehar and Pawan in 5th place for Towers.

Stony Brook 8th grader Jessica Zhang won a silver key award and 7th grader Andee Song won two honorable mentions for paintings entered into the **Boston Globe Scholastic Arts and Writing Competition**.

Blanchard Theatre Arts earned a Gold medal at the **METG Middle School Drama Festival** in April of 2011. Blanchard Theatre Arts produced its first musical, *Once Upon a Mattress,* in February of 2012 and hosted the METG Middle School Drama Festival in April of 2012. BTA received two anonymous donations that allowed us to upgrade both the sound and lighting boards in the BMS auditorium.

Blanchard Middle School's 8th grade violinist Faye Wang won first place in the **Alexander & Buono International Strings Competition** in the middle school category. This earned her a performance in the Winner's Recital at Carnegie Hall in November.

Massachusetts Eastern **District Junior Music Festival** - The following students were accepted into the Massachusetts Eastern District Junior Music Festival. Over 1000 students from the Eastern District auditioned with only 40% of the students being accepted. The students performed in a full day intensive rehearsal on March 16, 2012 culminating in a concert on March 17, 2012 alongside the best and brightest music students in the Eastern District. Nine Westford middle school students were selected:

Blanchard:
Jason Kottas, viola
Angela Lee, violin
Yury Namgung, viola
Jeffrey Yoa, flute
Diana Zhou, violin

Stony Brook:
Rebecca Arnold, flute
Jenn Der, violin
Michael Ni, violin
Sean Tseng, viola

STUDENT ACCOMPLISHMENTS – CONTINUED

HIGH SCHOOL

Boston Globe Magazine – Westford Academy recognized in the TOP 50 high schools in Massachusetts - Ranked # 26
Ranked # 2 in English Grade 10- "Pulitzer Prize"
Ranked # 3 in Math Grade 10- "MIT Scholarship"
Ranked # 3 in Science Grade 10- "Nobel Prize"

Westford Academy National Merit:
26 Commended Students
2 Semi-Finalists
2 Finalists

Below is a partial list of colleges that have accepted our 2012 Westford Academy students. Babson College, Boston University, Boston College, Dartmouth, Gettysburg University, Hofstra University, McGill, University of Illinois, New York University, Providence College, San Diego State, University, Rutgers University, Yale University

Over 100 **Westford Academy Foreign Language** students from all grades and levels participated in this year's Foreign Language Elementary Outreach Program. These students prepared mini lessons in the language they are studying and visited over 40 elementary school classrooms from kindergarten through grade 5, teaching their lessons and sharing their enthusiasm for language learning with our younger students. The language department appreciates the time and effort that our students put into this voluntary program.

The **National Spanish Examinations** are the most widely used tests of Spanish in the United States. In the spring of 2011, a total of 140,373 students participated in the online version of the exam. Seventy seven Westford Academy students took the National Spanish Exam. Of those students, 58 of them placed on this national exam. Seven students won a gold medal for placing in the 95th percentile or above, 13 students won a silver medal for scoring from the 85th through the 94th percentile or higher and 11 students earned a bronze medal for scoring in the 75th through 84th percentiles. Honorable mentions were also awarded to students scoring from the 50th through the 74th percentile. Congratulations to all of these recipients!

2012 National German Examination Hall of Fame
This year was another great year for Westford German students with a record number of awards: 26 eligible for a free trip to Germany; 26 at or above 90th percentile; 51 at or above the 80th percentile. Students who scored at or above the 90th percentile are eligible for *an all-expenses paid home-stay/study trip to Germany.* Students were honored at the AATG (American Association of Teachers of German) Banquet in the spring. Percentile scores are shown in parentheses.

German V
Gold Medal: Tim Marple (95), Stephanie Gagnon (95), Alanna Weiss (92), Karina Camargo (92)
Silver Medal: Caley Rolt (89), Nicole Larsen (89), Alexis Jacobson (89), Maia Batista (86), Josh Kohnstam (86)
German IV
Gold Medal: Rachel Meyer (97), Scott Coull (97), Stefania Battezzato (97)
Silver Medal: Sarah Welch (89), Alexa Overington (87), Kelly Champine (87), Philip Pang (83), Christina Nowak (80)
German III
Gold Medal: August Posch (98), Amelia Shein (98), Joyce Yan (98), Kayla Flanagan (97), Renee Craig (96), Nathan Beningson (95), Ben Woodward (95), Christine Raymond (94), Matt Raboin (94), Emily Valante (90), Eric Sporel (90), Bretta Beer (90)
Silver Medal: Derek Feehrer (88), Kevin Sun (87), Derek Naugler (87), Neesa Severance (87), Chris Noran (85), Sara Graziani (81)
German II
Gold Medal: Amaan Khimani (97), Lily Hitelman (94), Sophia Tiano (94), Austin Xu (92), Karina Luetjen (92), Sara Rottger (92), Alyssa Martinec (90)
Silver Medal: Victoria Weiss (89), Nicole Huang (87)

Westford Academy DECA –The Massachusetts State Competition was held in March and attracted 1800 student participants from 62 high schools. Westford Academy brought 96 of its students to compete in a variety of business-related events and Westford acquired **19%** of the total awards handed out in our events. Twenty-six of our students qualified to attend the International Career Development Conference being held in April in Salt Lake City, Utah.

The following students were accepted into the **Massachusetts Eastern District Junior Music Festival**. Approximately 1,040 students auditioned for spots, with only 458 students were accepted into the band, chorus, and orchestra. Of the 458, **6 Westford Academy students** were accepted as listed below:

Alex Bai, violin	Jon Ko, violin
Kelly Bray, trumpet	Allison Leung, violin
Nicole Huang, violin	Sophia Tiano, voice

Thirty-five students auditioned for Senior District in November and 19 were selected. The festival participants were Chris Bert, Philip Dominici, Fangru Jiang, David Ran, Isabella Wang, Justin Yao, David Benoit, Nicholas Nudler, Ryan Chen, Thomas Chen, Alex Cheng, Theodore Frohlich, Vivek Gaddam, Jason Ko, Joel Kottas. Sally Lee, Matthew Whitney, Helen Zhao and Eric Zhou.

Members of the Westford Academy **Honors Choir** performed for the Cameron Senior Center Annual Holiday Luncheon in December.

STUDENT ACCOMPLISHMENTS – CONTINUED

David Benoit, tenor, was accepted to the **Eastern District Sr. Music Festival** at Boston Latin High School in January.

The WA Honors Orchestra performed twice with the **Concord Symphony Orchestra** in Concord on December 4th.

The Westford Academy Jazz Band and The Westford String Troubadour Repertoire Orchestra performed at the Mentor/Mentee reception at WA.

The band, chorus and orchestra presented their fall concert on Dec. 9th in the WA Performing Arts Center.

Four students were chosen for the **Festival Orchestra at the All-State Music Conference**. Congratulations to Vivek Gaddam, Joel Kottas, Theodore Frohlich and Isabella Wang.

The WA Grey Ghost Marching Band performed a combined **"Tribute to America"** half-time show with the Chelmsford High School marching band at the first away football game on September 9th.

The WA Grey Ghost Marching Band performed at the 2nd Annual **Westboro Marching Band Invitational**.

The WA Grey Ghost Marching Band travelled to the University of Massachusetts Amherst to participate in the **27th Annual UMASS Band Day**. Beginning early in the morning, bands from all across New England, New York, New Jersey, and Pennsylvania joined the Minuteman Band in an intense rehearsal and performed four hours later before a crowd of 17,000 fans.

The WA Festival Jazz Ensemble earned a bronze medal at the **Massachusetts Association of Jazz Educators Northeast District Festival** on March 6th.

Students from the WA chorus, orchestra, band and theatre departments performed for Stony Brook and Blanchard middle school 8th graders.

A dedicated group of students performed at the WA Holiday Bazaar on Dec. 3.

STUDENT ACCOMPLISHMENTS – CONTINUED

The 2012 **Westford Academy Art Department Calendar** included drawings by the following artists:
Connor Tiches, Sarah Brunelle, Sabrina Mortensen, Elise Gosselin, Jennifer Keane, Megan Walter, Mandy Zhang, Pooja Gupta, Ryan Ricci, Lexi MacDonald, Jessica Pazienza, Ona Oliver, Martha Cady, and Lena Mirisola.

2012 Boston Globe Scholastic Art Awards – 19 Westford Academy students won awards at the 2012 Boston Globe Scholastic Art Awards competition:

- Gold Keys: Charlotte Callon, Chiraag Lathia, Lena Mirisola, Sabrina Mortensen, Priyanka Ram and Ryan Ricci
- Silver Keys: Sarah Brunelle, Pooja Gupta, Lance Luther, Jennifer McIntosh , Connor Peacock and Megan Walter
- Honorable Mentions: Sean Burke, Elise Gosselin, Jennifer Keane, Alivia Kilroy, Sarah Kovalchik, Dylan McCusker and Caitlin Sullivan

Westford Academy Theater Art's production *The Hairy Ape* was named Festival Winner at the Semifinal Round of the **Massachusetts Educational Theater Guild's State Tournament** on March 10.
In addition, *The Hairy Ape* was honored with seven All Star Nominations including:

- Technical Excellence in Lighting Design to Elise Paugh
- Technical Excellence in Set Design to Daniel Bubin, Peter Cialli, Katie Levitsky, Scott Coull, Erin Carr and Nick Calow
- Technical Excellence in Audio Design to Joe Royal
- The Stage Manager's Award to Peter Cialli (and the entire production team)
- Excellence in Ensemble Performance to JC Davis, Kyle Hughes, Nolan LaFlamme, Andrew McEvoy, Daniel Regan, Nathan Rigione, Kyle Russo and Matt Sullivan
- Excellence in Acting to Dylan McCusker
- Excellence in Acting to Will Clark

ATHLETIC ACCOMPLISHMENTS
SPRING 2011

- Boys Lacrosse 2011 Dual County League Champions for the first time since entering the conference.
- Girls Tennis 2011 MIAA Division 1 North and repeated as MIAA Division 1 State Champions.
- Pole Vaulter Brendan Sullivan sets new MIAA State Record and wins 2011 State Championship.
- All spring 2011 programs qualified for postseason competition.

FALL 2011

- Seven out of nine fall athletic programs made it into the MIAA post-season tournament.

STUDENT ACCOMPLISHMENTS – CONTINUED

WINTER 2011-2012

- Girls Swim and Dive Team won 2011-2012 MIAA Division 1 State Championship. Kelly Huber and Jen Marrkand both won individual state championships in their respective events. The team also had two relay teams win state championships.
- Both Boys and Girls Alpine Ski Teams claimed the 2011-2012 Mass Bay West League Championship at Nashoba Valley.
- Girls Alpine Ski won the MIAA State Championship.
- Girls Ice Hockey won the MVC/DCL League Championship.
- Girls Basketball won the DCL League Championship.
- All winter teams qualified for postseason competition.

COMMUNITY SERVICE ACCOMPLISHMENTS

Miller School supported "**Pennies for Patients**" and raised $1300 for the Leukemia and Lymphoma Society.

The Miller School held a "Dance for a Cause" and raised $225 for the Jimmy Fund.

The Miller School partnered with the **Lowell Wish Project, Magic of Christmas** and supported twenty families in the month of December.

The Miller School kindergarten classes collected new hats, mittens and scarves, which were donated to **Lowell's Murkland Elementary School**.

Miller School staff and students collected enough food items to create 14 Thanksgiving food baskets for needy families, and adopted two families for the winter holidays.

As a first practice for letter writing, Mrs. Lelless's second graders wrote letters to the Veterans at the **Veterans Administration Hospital** in Bedford, MA. Twenty-one letters were delivered to the facility thanking our veterans for protecting our country and interests.

Day School Students Senate, under the direction of Assistant Principal Donna Pobuk initiated and implemented a collection for the "**Pennies for Patients**" charity. After the first of two weeks $1,700 was raised by the Day School community.

The Crisafulli staff and students participated in "**Pennies for Lexie**" to raise $288 for brain cancer research. Seventy-three participants donated to the fund and allowed Lexie to pass her goal to raise $20,000 in 2011.

Crisafulli and Nabnasset Schools participated in the **Love of Erika** Toy Drive to help purchase presents for children in the care of social services.

Crisafulli School organized a collection of "gently" used coats for the **Coats for Kids** project sponsored by Anton's Cleaners.

STUDENT ACCOMPLISHMENTS – CONTINUED

Crisafulli students wrote Valentine's Day cards to seniors and veterans to express appreciation for their contributions and spread cheer.

Crisafulli staff and students are participating in **Rally Against Cancer** to raise funds for the Jimmy Fund.

Col. John Robinson School has further developed **Community Compassion Projects** to encompass the principles of service learning by encouraging students to learn about community issues and be part of the solution.

Robinson students participated in service learning activities to address issues in the community such as hunger, poverty, early childhood literacy and reaching out to veterans and senior citizens.

Robinson kindergarten engaged in a pet food drive to collect supplies for the **Lowell Humane Society** and all students participated in a presentation on responsible pet care.

Robinson pre-first students collected, sorted and counted hats, mittens and gloves for needy families in the area staying at the **House of Hope**.

Robinson first grade students visited the **Westford Food Pantry**, took an inventory of needed items, collected non-perishable food and returned to the pantry to stock the shelves.

Robinson second grade students will collect and sort tea and snack items, decorate and deliver gift bags to the senior center to brighten the day for seniors and shut-ins.

Abbot students in the Community Service Club worked on the following service projects: collected coins for the **UNICEF** project to help children in need in over 150 countries around the world, donated hundreds of food items to the **Westford Pantry**, collected art supplies and colorful band aids for **local hospitals**, and organized a week long **Heart Walk** to raise awareness of being heart healthy.

Abbot School parent volunteers organized a walking program titled **Wildcat Outdoor Walk** (W.O.W) during the month of March. The goal was to "Walk the Distance to Fenway Park." Students during lunch/recess enjoyed participating in this event.

Nabnasset School participated in the **Love for Erika** Toy Drive to help purchase presents for children in the care of social services.

Westford Academy National Honor Society raised $2,000 for the **American Cancer Society.**

Staff Accomplishments

STAFF ACCOMPLISHMENTS

The Miller School library has been dedicated to Ken Morgan and now will be known as the **Kenneth H. Morgan, Jr. Media Center**. Mr. Morgan was awarded this distinction for his many years of exemplary service to the children of Westford as Chairman of the Permanent School Building Committee.

Stacey Southard, Student Support Teacher, took part in the creation of a children's book to assist a student with the transition to Kindergarten and riding the **'Big Yellow Bus."** This book is being published later this year.

Instructional Technology Specialist Marianne Butterline and Library Media Specialist Audrey Alenson secured grant monies to implement a club for students to produce the **"Cobrazine."** View this publication at: http://day.westfordk12.us/Pages/CobraZine/Welcome.html

The staff at Crisafulli is continuing their training in **Responsive Classroom** by participating in a book study on The Power of Words.

Westford Integrated Preschool was one of five Massachusetts schools awarded a **$1000 grant from Bob's Discount Furniture.**

Westford Preschool was re-awarded Grant 391, in conjunction with the **Westford Community Partnership,** to support staffing at the preschool level and further inform the community

Robinson Guidance Counselor Mary Terrio has worked with staff and students to implement the Social Detective curriculum to assist students on the autism spectrum with social skill development.

Recess Club continues to support all Robinson first grade students with the development of social competency skills with specific classroom lessons and guided practice during recess. The program was developed and is taught by Guidance and Student Support Services staff.

Grade two teacher Bev Welsh and pre-first teacher Sheila Grimm collaborated to create a "**Writing Buddy**" program with their classes. Students worked with partners to engage in purposeful creative writing exercises.

Blanchard Middle School Principal Rose Vetere was named Middle School Principal of the Year by the Massachusetts Association of Student Councils.

STAFF ACCOMPLISHMENTS – CONTINUED

Anita Goldberg, English Curriculum Coordinator 6-12, earned a grant from the Massachusetts Historical Society and the National Parks this past summer. The purpose of the grant was to design lessons around a series of original source documents of Civil War prisoners held at George's Island, one of the Boston Harbor Islands. These lessons are now on the MA Historical Society website and available to teachers around the state.

The Massachusetts School Librarian's Association selected Elaine Pietras and Suzanne Harde to receive the Massachusetts "Super Librarian" award for the Northeast Region.

Westford Education Foundation Grant Recipients

- Grade three teachers Lisa Gonsalves and Jody Anderson were awarded a WEF grant to support their initiative "iPod Nanos: Revving up for Reading."

- Miller School teachers Liz Colantonuino and Cheryl Campbell received a WEF grant, Technology in the Classroom, Digital Storytelling. Both teachers, along with staff Karen Burke, Janice Diamond, and Amy Ellison attended the Christa McAuliffe Technology Conference to learn new technologies for integration into the classroom.

- Miller School teachers Liz Colantonuino, Karen Burke and Cheryl Campbell were awarded a WEF grant to purchase two iPads and attend MassCue Technology Conference to learn how to best integrate the new technology into the classroom.

- Col. John Robinson Kindergarten teachers, Karen Cecere and Jean Haight, received a WEF grant to purchase materials to create Science Tool Kits for exploring the "Robifulli Trail." Tool kits included two iPads with nature field guides and proscope applications.

- Grade 5 teachers at the Abbot School won a grant for Stop Action Movies; students worked in groups to create mini-stop action projects which have been posted on the school website.

- Melissa Richard, first grade teacher, won a grant for Digital Media Portfolios. She was able to purchase different pieces of hardware to help her class create these portfolios.

Student Support Services

Courtney M. Muller
Director of Pupil Services

Westford Public Schools offers a wide range of Student Support Services. We are fortunate to have talented and dedicated general and special education staff members who continuously strive to improve their practices in educating diverse learners. All students have the right to be educated in their neighborhood school and side-by-side to their age-appropriate peers. Our first layer of services begins with hiring highly qualified teachers and related service providers who have a strong understanding and respect for the developmental stages associated with each grade level.

Westford Public Schools supports 664 students with differing abilities. We provide a continuum of services that focus on inclusion. By responsibly including students with their peers, academic, behavior, and social development is fostered. Depending on eligibility criteria, students may receive a variety of services, including: specific academic instruction, behavior management, speech and language therapy, occupational therapy, physical therapy, social skills, specialized vision and hearing training, assistive technology, and adaptive physical education.

Massachusetts percentage of students with special needs	Westford's percentage of student with special needs
17%	12.5%

According to June, 2012 report

Of the 664 students Westford Public Schools serve, 35 students are placed in private special education day schools, collaborative classrooms or residential school placements.

With financial assistance from the Department of Elementary and Secondary Education, the Special Education Program Improvement Grant funded high quality professional development for our special education and general education staff in FY12. Evidenced-based interventions focused primarily on language-based instruction and support for a growing and complex social/emotional population. Westford Public Schools will continue to develop and enhance programs to accommodate individual needs of students. Short and long-term challenges include narrowing the achievement gap among all our learners. By doing so, Westford Public Schools will provide educationally appropriate programming. Westford Public Schools commends the efforts of principals and their staff for their support and commitment to educating students in neighborhood schools.

FY12 awarded grants:

Funding Source	Federal/state	Amount awarded
Grant 262	State	$ 19,525
Grant 274	State	$ 61,580
Grant 240	Federal	$ 931,692

School Health Services

Joan Mitchell, BS, RN, MEd
School Nurse Leader

Westford School Nurses provide direct care, health education, administrative case management, policy and program development, and oversight on behalf of students whose health needs range from routine to serious and complex.

School nurses responsibilities include:

- first aid, illness assessment, mental/behavioral health support
- collaboration with guidance for the social/emotional needs of students
- individual/classroom health education (i.e. depression/anxiety, sun safety, bullying, hand-washing, diversity, health and hygiene)
- immunization verification
- medication administration
- update and maintenance of school health records
- health education for students, staff, and parents
- management of individual health care plans and emergency plans
- health screening and referrals for health care and health insurance

Staffing:

- Each school has a school nurse and Westford Academy has two nurses.

School Nurses have collaborated with teachers and guidance counselors to provide psychological and medical updates about students.
Some of the activities include:

- Project Interface-referral source for students with mental health issues-59 referrals as of June 1, 2011. As of June 1, 2012 there have been 100 referrals made
- Over 1600 BMI calculations were sent to students' homes
- Mental Health Collaborative-small study groups about mental health
- Over 300 students were vaccinated for flu/H1N1
- Epi-pen training for all staff at all schools
- Medical updates as needed
- Hand washing/cough etiquette classes for grades K-8
- Diabetic care as needed
- Vigilant lice screenings with constant communication with staff and parents
- WA Senior student interned for 7 weeks at 7 different schools
- Back pack awareness presentation
- Human growth and development presentation
- CPR/AED and First Aid classes for all the nurses
- SOS-Signs of Suicide presentation and questionnaire to 7th grade students at Stony Brook and Blanchard Middle Schools-parents called as needed
- The Day School program WOW (Walking Outside for Wellness) a walking program for students during recess.
- Lyme disease prevention presentation
- Ultimate Frisbee after school
- Water and pool safety presentation

School Health Services – Continued

The following is a partial list of students' physical/developmental conditions as gathered from emergency cards completed by parents during the 2011-2012 school year:

Category	Total Students	
	2011	2012
Allergies:		
Food allergies	293	283
Bee sting allergies	32	36
Latex allergies	8	10
Asthma	589	599
Cardiac conditions	40	25
Diabetes Type I	21	24
Migraine headaches	29	25
Celiac disease	15	15
Seizure Disorder	23	22
ADHD/ADD	228	253
Depression	57	68

Health Screenings Conducted	Total Students	Grades Tested
Hearing	2284	K-3, 7, 10
BMI	1604	1, 4, 7, 10
Oral Health*	285	1-6
Postural	2002	5-9
Vision	3104	K- 5, 7, 10

*in collaboration with Westford Board of Health

School nurses work closely with the Westford Board of Health and the staff of Pediatrics West to provide quality health services for students, staff, and families in Westford.

Curriculum and Instruction

Christine Francis
Assistant Superintendent of Curriculum & Instruction

The Westford Public Schools offer a variety of learning opportunities that meet and extend the Massachusetts' curriculum mandates. As a result of this rigorous curriculum, our students continue to perform very well on standardized assessment measures (MCAS, AP exams, SATs). Even with these results, we continually look for ways to improve the school district through our work as a professional learning community. Improving the delivery of instruction and focusing our attention on curriculum that challenges students continue to be our mission. Using both current research on instruction and available data from assessments in all disciplines, we concentrate on teaching and learning and offer high quality, sustainable professional development for our staff members.

Curriculum Task Committees involve teachers in the areas of fine and performing arts, English/language arts, foreign languages, health/wellness, history/social studies, mathematics, and science/technology/engineering, to examine current curricula, refine common benchmarks at each grade level, upgrade assessments, and promote the goals in our strategic plan. The work of the Curriculum Task Committees is on-going and ensures that all aspects of the curriculum are relevant and meaningful. Curriculum Coordinators and teachers stay current on educational research through attendance at local and national conferences and by participation in discussion and study groups dealing with the most current educational literature.

The Massachusetts DESE has created a new framework for Educator Evaluation which Westford will be implementing during the 2012-2013 school year. The new framework applies to all educators (including all administrators and teachers). Consistent with the recommendations of national experts, this framework focuses on student learning and professional growth. All educators are required to write two goals, one focusing on student learning and one on professional practice. These goals can be individual or team. There are five steps to the process: self-assessment, goal writing and plan development, implementation of the plan, mid-cycle review, and summative evaluation. During the 2011-2012 school year, the district's Leadership Team engaged in significant preparation for the implementation of the state's new Educator Evaluation framework. A Professional Learning Team of administrators attended conferences and workshops throughout the year to become "in-house experts," and then taught all the other administrators about the key components of this new framework. In addition, a consultant worked with all the leaders to ensure consistency with regards to classroom observations of teaching practices. After the school year ended, all teachers attended two days of professional development about this new framework.

Other Professional Learning Teams of leaders focused on the topics of: Curriculum Frameworks and Common Core State Standards; Response to Intervention, Assessments, and Data; Technology Integration; Safety; and Accelerated Learning. The development of professional learning communities within the schools is on-going with principals individualizing components to meet the needs of their schools and their school improvement plans, while focusing on student achievement. This is the eighth year of this important initiative.

Moreover, using the Understanding by Design model for curriculum development, teachers continue to improve upon our content offerings. Adhering to a general curriculum model throughout all of the grade levels ensures a consistency that has improved the delivery system in all content areas.

During the 2011-2012 school year, professional development for all teachers focused on the new state curriculum frameworks in English Language Arts and Mathematics, which incorporate the Common Core State Standards. These standards highlight the importance of literacy in all content areas. The University of Westford continues to provide rigorous, graduate-level courses within our school system. This year's offering included courses in brain-based teaching and learning, instruction of English Language Learners, mentor teacher training, integrating technology into the curriculum, and Skillful Teacher. Our partnership with Simmons College continues with a third cohort of students completing either a master's degree or a C.A.G.S. (Certificate of Advanced Graduate Study). In addition, the district used grant funds to offer training in early literacy skills.

The administrative team has continued to work on offering the most effective instructional strategies to our struggling learners. This past year, the Response to Intervention Committee, comprised of teachers and administrators, made recommendations following a pilot program. These recommendations will be implemented this year in all our elementary schools. In addition, we updated our procedures for English Language Learners and began our preparation for new state requirements regarding this population of students.

Licensed school librarians (half-time at the elementary level) serve our schools by managing the libraries and working with teachers to promote independent reading habits and develop information literacy skills. Librarians see all students in a fixed schedule in grades K-8. Library collections consist of a mix of print and online resources selected to support the various academic subjects and appeal to the interests of diverse readers at each grade level. Library collections have been supplemented with additional resources creating level libraries that have been created to meet the diverse needs of our students. At Westford Academy, students have access to many of the same electronic collections that they will encounter at college. Students and their teachers use technology as a learning tool. Additionally, staff takes advantage of our technology for record keeping, data analysis and communication. Students acquire technology skills through application in curriculum-based activities and projects under the guidance of our integration technology specialists and classroom teachers. Each school's technology integration specialist provides the ongoing professional development and support required for this type of integration of technology into the curriculum.

The management of Westford Public Schools' technology infrastructure, including technical support, network management, communications applications, and hardware replacement, is coordinated with the Town of Westford in order to maximize efficiencies and cost savings. This collaboration between the Town and school system intends to develop an academic server structure that will be cost-effective, scalable, and will best meet teaching and learning needs

Curriculum and Instruction – Continued

In order to adhere to the state and federal mandates, an anti-bullying committee was established consisting of administrators, instructional staff, students, parents and members of the community. This committee crafted an anti-bullying policy that has been submitted and accepted by the state. Supporting curriculum has been developed and the program is being implemented at all grade levels. To further enhance this important initiative, Westford elementary schools have adopted a program entitled Responsive Classroom. Administrators, instructors, and support staff in grades 3-5 have been trained in the various components of this exciting program and the findings show a more positive classroom climate and culture. Members of our administrative team have received extensive training and will have the capability of training additional teachers during the coming school year so that Responsive Classroom practices will be actualized in K-2 classrooms in the future. This summer, Westford hosted a Responsive Classroom Institute, which was attended by educators from many districts in the area.

As members of the school community, we appreciate the continued support provided by the townspeople of Westford. We are proud of our school system and fully understand the level of commitment that is necessary from the citizenry. The Office of Curriculum and Instruction extends a sincere thank you to each and every one of you.

Facilities and Operations

Kathleen Auth
Director of School Finance

During the 2011–2012 fiscal year the school system completed many preventive and corrective facilities maintenance projects. Our primary goal was and is to provide students and staff with a clean, safe, and stimulating educational environment, and to protect the substantial investment that the Town has made in its school buildings. The recurring summer projects include regular preventive maintenance for the structural components of the school buildings, such as the elevators, boilers, heating and cooling systems, security systems and kitchen equipment. The floors are stripped and new finishes are applied, and the gymnasium floors are refinished on a rotating basis. These jobs are generally conducted during the summer months when there are no ongoing activities in the buildings, but since several of the schools house programs sponsored by both the School Department and the Recreation Department, creative scheduling is called for.

The largest project that was completed during the year was the construction of an elevator at the Abbot Elementary School. This was the only school building without handicap-accessibility to the second floor, and we are very grateful to the Town for appropriating the funds necessary to accomplish this. During the course of construction, it became apparent that a section of the roof abutting the elevator also needed to be replaced, and we were able to use existing Foundation Reserve Grant and School Choice funds to accomplish this very critical repair. Our own maintenance staff finished the project by constructing a ramp at the rear entrance of the school in order to provide complete accessibility.

The School Department's capital appropriation for FY 2012 included funds to purchase an 11-foot multipurpose tractor-mower. This piece of equipment replaced the 20 year old mower that had been acquired when the Blanchard Middle School was constructed. We also purchased a snow-blower attachment, using funds from the Parking Fee Revolving Account, which will enable large pavement areas to be cleared of snow in a more efficient manner in the winter months.

Most of our maintenance projects continued to be accomplished using available funds within the School Department's operating budget. The projects that were undertaken in FY 2012 included the ongoing replacement of flooring at Abbot, Blanchard, Nabnasset, and the Integrated Preschool. New bookcases were built for the music room at Blanchard, as well as in various other areas requested by the Principals. The stage rigging at Blanchard was repaired to ensure the safety of everyone who uses the auditorium there, both for instructional and community purposes. At Westford Academy, the boys and girls locker rooms were repainted, as were the upstairs hallway beams and the ceilings of the 5th grade wing at the Day School. Electrical upgrades were made in various locations that enabled the schools to better utilize the new technology equipment that we acquired with federal stimulus grant funds last year.

Facilities and Operations – Continued

Exterior needs were also addressed by our facilities crew. The playground at the Abbot School was enclosed in order to enhance the safety and well-being of the students. At the Day School, a large section of the grounds behind the school play area was paved. Fences and ramps at the Millennium School and elsewhere that were damaged by the snow storms in the winter of 2010-2011 were repaired or replaced during the summer of 2011. And the most notable exterior improvement was the installation of an artificial turf field at Westford Academy, which was funded entirely by donations.

We would like to recognize the hard work of our custodial and maintenance staff, and commend them for a job well done. We continue to strive to provide the level of service that the residents of Westford have come to expect, and to accomplish it for the most part within the confines of our maintenance budget. The School Department is very grateful for the ongoing support of every voter, board, and committee in the town of Westford.

Abbot and Nabnasset Elementary Schools

Nabnasset Elementary School
Susan DuBois
Principal

Joanna Perron
Interim Assistant Principal

Abbot Elementary School
Vito Umbro
Interim Principal

Joanna Perron
Interim Assistant Principal

The Nabnasset and Abbot Elementary Schools continue to focus their efforts on encouraging students to do their best with their academics, take pride in their school mottos (Nabnasset - *R.I.S.E. - Respect, Inclusion, Safety and Encourage* and Abbot - *S.P.I.R.I.T – Service, Perseverance, Inclusion, Respect, Innovations, Teamwork)* and participate in important service projects. Additionally, both schools work collaboratively all year long to prepare students for successful transitions from one grade to the next and from the K-2 level to the 3-5 level. It has been a very successful year for the Nabnasset and Abbot Schools.

The Nabnasset School enrolled 364 students this school year. There were five sections of kindergarten, six sections of first grade, two sections of multi-age and four sections of second grade. Enrollment at the Abbot School was 436 students. There were seven sections of third grade, seven sections of fourth grade and seven sections of fifth grade.

Curriculum and Instruction

Staff members at the Nabnasset School continued to focus on promoting the school motto of *R.I.S.E* and the theme of anti-bullying through picture books with matching lessons. Students were reminded of the importance of being respectful, inclusive, safe and supportive of each other. Also, students participated in new guidance lessons that focused on the idea of being *social detectives* each and every day. They learned how to think with their *brains, eyes and ears* as they encounter various situations.

The focus of many professional development days at Nabnasset centered on the school initiative of *Responsive Classroom*, a social curriculum. During monthly curriculum meetings, staff participated in sessions on the *Power of Our Words* – a book that focused on how teachers can use words, tone, and pacing to build a classroom where students feel safe, respected, appreciated, and excited about learning. Additionally, time was given to staff to discuss the *Reading Comprehension Toolkit,* which was purchased for each teacher. Regina Bertolaccini, Literacy Specialist, and Susan DuBois led discussion groups on how to use the toolkit and apply specific reading strategies to current literacy practices. Teachers and other support staff will continue to explore ideas from this reading comprehension toolkit.

Similar to Nab, the Abbot School staff continued to implement the components of *Responsive Classroom* into the school day. Specifically, each month, staff came together to discuss a book titled *Solving Thorny Behavior Problems.* This book presented five practical strategies to help teachers and children solve these problems together. These sessions were productive, interactive and meaningful to staff.

Abbot and Nabnasset Elementary Schools

Grants were award by the Westford Education Foundation to staff members at the Nabnasset and Abbot Schools for ideas related to curriculum and instruction. At the Nabnasset School, a grant was awarded to Katie Maguire, a kindergarten teacher and Lisa Navarro, a student support teacher, for *Mobile Learning...iPads in the Classroom*. They are excited to begin this project soon.

Lisa Sanderson, an instructional technology teacher at the Abbot School, won a grant to have staff trained on using iPads. She will be planning professional development opportunities involving this technology in the upcoming school year!

Student Leadership and Recognitions
Each year, students at the Nabnasset and Abbot Elementary Schools take part in compassion projects where students learn to give back to others. In particular, students at Nabnasset participated in projects such as *Coats for Kids, For the Love of Erika, Pennies for Patients and Toys for Tots*. Also, a recycling group of second graders was led by Joanna Perron each Friday. Kathy Osborn, instructional technology teacher, updated the school web site with recycling totals and number of trees saved each week. This year a *Recycle Meter* was displayed outside the cafeteria for everyone to view as the goal was reached – over 3,000 pounds of paper recycled this year!

Students at the Abbot School were involved in projects through the Community Service Group, Spirit Group and Student Senate Group led by Joanna Perron. Some project titles included *Food for the Needy, Pet Donations for an Animal Shelter* and *Heart Health Week* in honor of heart month. Carol Hurst, Principal Aide, guided students through recycling efforts throughout the year. Other school groups included the *Abbot Times* led by Sandi Guild, fourth grade teacher, and Laura Anderson, third grade teacher. This newspaper club published several editions throughout the year.

Something new this year for the Abbot School was a *Recess Helper* program designed by Vito Umbro, principal. Parents volunteered their time to teach students structured games to play during their twenty minute recess periods. It was a very successful program and students were excited to participate in the games each month.

Parent/Community Involvement
Throughout year the Nabnasset and Abbot Schools had many parent volunteers dedicate their time, talent and energy to support school activities and programs. In particular, the Nabnasset School continued events such as *Bingo Nights, Movie Nights, Math/Science Nights and Spruce-up Day*. The Abbot School focused efforts on similar events.

This year, the Nabnasset and Abbot Schools continued the tradition of preparing second grade students for their third grade transition. Second grade students exchanged letters with their third grade pen pals all year and were introduced to each other during Move-up Day. Pen pal buddies enjoyed lunch/recess, a general assembly led by Vito Umbro and Joanna Perron, listened to a strings concert under the direction Todd Hamelin, strings teacher, and took a tour of the school.

Additionally, the Abbot School put forth efforts to transition the fifth grade students to the Stony Brook Middle School by inviting Peter Cohen, principal, and other school staff to the Abbot School for a morning parent informational session. Students toured the middle school during fifth grade camp week.

The PTO provided a variety of enrichment programs and general assemblies throughout the year. The Nabnasset and Abbot School students enjoyed the *Rhythm Kids, Helen Keller, Wingmasters, Day in Ghana, Techsplorations, Discovery Museum, David Coffin, Native American Perspectives*. Also, the teachers and staff appreciated the beautiful and delicious Conference Night dinners and Teacher Appreciation luncheons provided by the PTO. Several community events were hosted at the Abbot School throughout the year including the *Annual Talent Show* and the *Living Lab Gala*.

At the Abbot School, a special Eagle Scout project was completed by a former student, Nathan Rigione. He took a special monument in front of the school that honored those Westford veterans that died during World War II and returned it to its original location up the hill on Memorial Field. Nathan researched the history of this monument, cleaned up the monument from the harsh weather conditions and spent endless hours designing its new location. This project was a worthwhile learning experience for all.

Throughout the school year, many graduates of the original Westford Academy, now the Abbot School, came back for their reunion weekend. In particular, the Class of 1961 and 1962 came to tour the school. They were welcomed with bulletin boards created by Carol Hurst, Principal Aide, that took them back in time to when they were students. All the graduates enjoyed their visits.

In conclusion, the Abbot School celebrated the completion of an elevator project in early spring. There was a ribbon cutting ceremony to honor this special event. With this elevator, everyone will be able to access all parts of the Abbot School.

School Advisory Council
Nabnasset Members: Susan DuBois, Joanna Perron
Parent Representatives: Mrs. Adams, Mrs. Macko, Mrs. Reynolds and Mrs. Sawrey
The School Improvement Plan was created by members of the council under the direction of Susan DuBois. Some goals that were addressed focused on creating a parent survey to use for continuous improvement, continuing the implementation of the Responsive Classroom approach to build a stronger learning community, implementing the Response to Intervention (RTI) and implementing the Primary Comprehension Toolkit for nonfiction reading/writing lessons.

Abbot and Nabnasset Elementary Schools

Abbot Members: Vito Umbro, Joanna Perron
Parent Representatives: Mr. McGinn, Mrs. Barnes and Mr. Vetsa

The School Improvement Plan was developed by the council with guidance from Vito Umbro. Some of the goals included developing professional development opportunities for staff, providing students with a safe and inclusive recess environment, improving student achievement in all academic areas through the use of technology and implementing the Response to Intervention model (RTI).

Conclusion
The Nabnasset and Abbot Elementary Schools look forward to another productive year working together in partnership.

Blanchard School

Rose Vetere
Principal

Timothy Hislop
Assistant Principal

August 2011, Blanchard opened its doors to 582 middle school students. They were organized into 9 teams; 6 Blue, 6 White, 6 Green, 7 Blue, 7 White, 7 Green, 8 Blue, 8 White, and 8 Green. Teams Blue and White consisted of teams of four teachers, each teaching one of the Core subjects, English Language Arts, Math, Science, and Social Studies. The Green teams were mini-teams of two teachers who teach either Math and Science or English Language Arts and Social Studies.

The Core academic program is enhanced by a full program of integrated arts, which is designed to address the development of the whole child. In addition to language arts, reading, math, science, and social studies, students' days are rounded out by our exploratory foreign language program and integrated arts: art, health, physical education, music and technology education. Students have the opportunity for intervention and enrichment during a recently redesigned Advisory block that begins each school day.

The middle school program is scheduled flexibly and offers students many opportunities to explore ideas, participate in activities, and become responsible community members. Afterschool clubs engaged Blanchard students with options such as National History Day Club and Science Olympiad, in which we competed for the first time; a successful third season for Blanchard Theatre Arts that yielded recognition for its performance at the Middle School Drama Festival, which was hosted by the Blanchard Middle School; and the very active Student Council that planned and coordinated three schoolwide events, Mix-It Up Day, Career Day, and a reprise of Community Service Day. The incorporation of community members in these activities was a highlight of the year. Thanks to the effort of former Blanchard student Jacklyn Benoit, the auditorium was renamed the Katie Enos Performing Arts Center.



With changes in the teacher evaluation process, this year was spent in preparing for these changes with professional development provided for administrators and teachers on the new model with an eye toward implementing changes for the FY 13 school year.

Technology integration continues to grow at Blanchard. The use of student response clickers, wikis, and blogs by students and teachers are expanding the capacity of learning in our classrooms. This year the use of mobile interactive devices, called MOBIs, increased by 10 teachers. Presentation devices, such as document cameras, were being used in 15 classrooms with a plan to provide a document camera for each classroom during the next fiscal year.

Parent/Community Involvement
The 2011/2012 School Improvement Plan focused on integrating 21st Century Skills to improve academic achievement, building a collaborative culture, increasing student support, enhancing the Blanchard programs by integrating community resources, and enhancing parent connectedness to the school. The School Council members included parent representatives Anne Kay, Wendy Brown, and David Hill; school representatives Shannon Manning, Michelle Shenton, and Tim Hislop. Our community representative was Sandra Habe. Discussions at school council meetings this year focused on Advisory programs and student-led conferences.

Home-school communication continued with weekly email updates. The Blanchard web pages, located at *bms.westfordk12.us/pages/index*, served to keep parents informed of school events, programs, and to keep the school focused on its vision and values. Teacher pages include current information about the curriculum and access to homework assignments.

The Westford Middle School PTO (WMSPTO) ran a successful magazine fund raising drive to support multiple enrichment programs for all grade levels. Students enjoyed the opportunity to participate in curriculum-enriching assemblies such as *Poetry in Motion*, *Pyramids and Pharaohs*, and a visit from author Jack Gantos. In December, the WMSPTO sponsored a schoolwide program and family evening with *Ball in the House*, an a capella group with an anti-bullying message. In addition, the WMSPTO organized and ran several staff appreciation luncheons and the eighth grade end-of-year celebration. It will help support a community read of the book *The Girl Who Threw Butterflies* by bringing its author, Mike Cochrane, to speak to middle school students at Blanchard.

Curriculum and Instruction
Blanchard teachers worked to integrate the Common Core, national standards, into the already rigorous Westford curriculum. Teachers and curriculum coordinators examined the Westford curriculum to align it with the Common Core, specifically the literacy standards. Language Arts teachers developed a scope and sequence for 6-8 social studies research paper writing. Grade 8 Social Studies teachers made a successful transition into the new World History curriculum.

Conclusion
The Blanchard School Community looks forward to the excitement and challenges that will be presented in the upcoming school year as the school welcomes a new principal, Mrs. Robin Whitney, students and faculty work on SMART goals and continue to focus on excellence in teaching and learning. We are proud of the hard work of our students and faculty and take great pride in their accomplishments.

JOHN A. CRISAFULLI & COLONEL JOHN ROBINSON ELEMENTARY SCHOOLS

The Crisafulli and the Robinson Elementary schools have continued to build their community and educational partnership during the school year. The Crisafulli and Robinson welcomed several new staff members during the 2011-2012 school year.

John A. Crisafulli School
Sharon Kennelly
Principal

Michelle Kane
Assistant Principal

Colonel John Robinson Elementary School
Denise Arvidson
Principal

Michelle Kane
Assistant Principal

The Crisafulli and Robinson students (Pre-First – Grade Five) continued to receive one period per week of art, music, and physical education. All students participated in a fixed technology or wellness block every other week. All Kindergarten students were given a weekly Wellness Class, in addition to their weekly Library class.

All students K-5 had the opportunity to participate in library on a weekly basis. They also had many opportunities for research projects integrating library and technology skills. Each building received several new pieces of technology for use in the classrooms. The Crisafulli received ENO board training to enhance its use. The Robinson received an ENO Board and document readers for each classroom.

The Crisafulli School entered its tenth year of educating students. The Crisafulli School served 412 students in six sections of third grade, six sections of fourth grade, and seven sections of fifth grades. The Robinson School entered its forty-second year of educating Westford's students. Enrollment at the end of the year was 335 students. The Robinson School educated four sections of kindergarten, one section of pre-first, six sections of first grade, and six sections of second grade.

Parent/Community Involvement

The Robinson School Advisory Council (SAC) was co-chaired by principal Denise Arvidson and parent Clare O'Brien. Parent members included Jill Atkins, Ann Brazinski and Steven Wojcik. Staff members included Carrie Dumas, Sheila Grimm and Julie Renaud. Judith Culver served as the School Committee Representative and Rose O'Donnell served as the Community Member. The 2011- 2012 School Improvement Plan was developed by the council and included goals of implementing the Common Core Standards, the use of a Data Wall to track student achievement in literacy, and incorporating the Social Thinking Curriculum and the Primary Comprehension Tool Kit.

Joint goals included continuing to enhance the relationship between our sister school the Crisafulli with expansion of the Book Buddy program and easing the transition from grade two to three. The Robinson SAC offered fall workshops to parents on the topics of Supporting Math Learning At Home and Internet Safety. In the spring, a very successful workshop on a timely topic, "Stress – Not Just for Adults Anymore!" was presented to parents by school guidance counselor MaryTerrio and school psychologist Leslie Keeley.

John A. Crisafulli & Colonel John Robinson Elementary Schools – Continued

The Crisafulli School Advisory Council was co-chaired by Principal Sharon Kennelly and Anna Ward, 5th grade parent. Parent members included Lori LePoer, Kimberly Macey, Anna Ward and Jackie Welham. Ellen Harde participated as the Community Representative and staff members were Buffie Diercks, Lenore Kost and Jane Moores.

The 2011-2012 School Improvement Plan was developed by the council and included four goals: (1) to meet the needs of struggling learners in literacy and mathematics, (2) to work with the Crisafulli community, including parents, staff and students, to create and to maintain a welcoming and safe school environment by continuing with our Code of Conduct "PAWS 4 Peace," (3) to continue to provide all staff with training in how to use our new technologies to enhance student learning, (4) to continue and to enhance the transition between Robinson and Crisafulli and between Crisafuli and Blanchard.

One of the School Advisory Council's main goals this year was to continue to support the efforts of the school's implementation of "PAWS 4 Peace." Each day we are asking our community members to PAWS as they come in to school to remember that we strive to be a peaceful community by paying attention to the Power of our words, being Accepting of others, being Willing to help others, and demonstrating Self-control.

The Council worked to illustrate JAC's commitment to "Willingness to Help Others" by participating in several compassion projects created by the Crisafulli Student Council. The students raised money for cancer research, donated money to the New England Greyhound Rescue League and collected toys for children in need through the "For the Love of Ericka" Toy Drive. The students at Crisafulli showed great pride in their efforts to help others over the course of the 2011-2012 school year.

There was a continued effort focusing on a smooth transition from grade two to grade three. The grade two and grade three students participated in letter writing tradition that began during the 2009-2010 school year, each student in grade two and three are assigned a letter writing buddy. There is an exchange of letters from the second graders asking the third graders about Crisafulli, which are answered by the third graders. The buddies then meet at move-up day and during the traditional bridging ceremony. During move-up day the grade two staff met with the grade three staff to discuss curriculum and instruction.

There was an added effort to focus on the transition from grade five to middle school. The 3-5 principals worked with the middle school principals to host a parent coffee, hold an informational night, and to host visits at each building by the middle school principals. The guidance counselor also hosted meetings for the grade five teachers to meet with the middle school guidance department.

Several community events were held through the course of the year, such as the Fifth Grade Play—*The Wizard of Oz*, chorus/strings/band concerts, World Fest and the Living Lab Gala. These community events were enjoyed by all.

John A. Crisafulli & Colonel John Robinson Elementary Schools – Continued

The PTO continued to provide a variety of enrichment programs for our students. They are able to sponsor the programs through their fundraising efforts. The students enjoyed programs that enriched the Massachusetts Curriculum Frameworks, as well as the Westford Public Schools benchmarks. Some of the programs at Crisafulli and Robinson included Michelle's Menagerie, Rhythm Kids, Helen Keller, David Coffin, Techsplorations, Day in Ghana, Tony Vacca (World Rhythm) and Wingmasters. The teachers and staff were grateful for the Conference Night dinners and the Teacher Appreciation luncheons that were provided by the PTO.

All of the parent volunteer efforts were appreciated by the Crisafulli and Robinson staff members. The parent volunteers served in a variety of capacities such as classroom helpers, library volunteers, party coordinators and field trip chaperones. The schools also had the opportunity to host senior volunteers through Community Teamwork and several groups of high school students from Westford Academy. It was another successful year of hosting Westford Academy seniors as part of the Senior Internship Program for high school seniors interested in pursuing a career in education. It is always a pleasure for the staff to see former students return who are interested in becoming educators.

Student Activities

The Peace-It-Together program continued to be the focus of many school programs and activities. The students participated in several assemblies to become familiar with the "I Care Rules" and common language of the program. All were taught strategies for dealing with conflict through the use of the "Solution Wheel." Staff continued to recognize acts of kindness through the use of "I-care" coupons. Students redeemed these coupons on Fridays with the Principal and Assistant Principal and they enjoyed sharing their kind deeds. An integral part of the Peace-It-Together program involved student participation in service learning projects such as a food drive for the Westford Food Pantry; hats and mittens numbering in the hundreds were collected, as part of the "Warm Hands, Warm Hearts" program. The Robinson students also participated in a "Senior Smiles" program by making gift bags, which were donated to the Cameron Senior Center. The Peace-It-Together committee expanded the literature selection to enhance the CARE to Read program, to address the character traits that are incorporated into the curriculum. The group continued to meet monthly to discuss research articles, classroom projects, and current practices. In addition to the meetings quarterly coffees were held to teach the parent community about the book selections.

The fifth grade chorus, directed by Mrs. Oliver, performed at the spring all-town chorus night, for the school spring concert, at the Memorial Day program, and at the Robinson. The band, under the direction of Mr. Kaminsky, performed at Westford Academy during the town-wide fifth grade concert and the Memorial Day program. The strings program, under the direction of Ms. Corwin, performed at community meetings, Robinson School and the Crisafulli Strings Concert at Westford Academy. All three ensembles participated in the fifth grade completion ceremony on the last day of school.

John A. Crisafulli & Colonel John Robinson Elementary Schools – Continued

Curriculum and Instruction

The faculty at Crisafulli completed a year-long professional development focused on the book "Power of Our Words." This work, grounded in research, served to create a more positive use of language within the Crisafulli School. Discussions about reinforcing, reminding and reinforcing language with students, was part of the focus during this book study professional development.

Robinson staff participated in on-site professional development on the following topics: the use of a Data Wall to track literacy achievement, the implementation of the Daily Five literacy block management tool, the Primary Comprehension Tool Kit to enhance comprehension of non-fiction material and Social Detective curriculum.

The Book Buddy Program evolved this year to include all first grade classes along with three fourth grade and three fifth grade classes to support literacy activities across the grade levels. The Book Buddy utilized a detailed lesson guide, which was developed during the 2009-2010 school year. The staff continued to work together to review and revise the scheduling process to provide optimal learning opportunities for all students. The Book Buddies celebrated their year together with a fruit ceremony on the Crisafulli playground.

The focus of the yearly Curriculum Expo at Robinson School was on science. All teachers prepared examples of student work with references to the Massachusetts Science Curriculum Frameworks. Each student had a piece of work on display for parents to view during April conferences.

This was the fourteenth year of the Reading Recovery program at the Robinson. A Reading Recovery Specialist provided intensive reading instruction to first graders in a one-to-one setting. The Robinson School continues to benefit from the services provided by the Literacy Specialist. The Literacy Specialist provided classroom support working with students in a small group setting and on an individual basis as needed. This was the Reading Services Committee's eleventh year. The committee was formed to give input into the student selection and service delivery process.

The pre-first program completed an eleventh year at the Robinson School. The program is designed to be a gift of time for children who are not developmentally ready for the rigors of grade one. The children who participated in the program are now prepared to meet with success in grade one. The pre-first committee is comprised of kindergarten, reading and first grade teachers who continued to oversee the program and make recommendations.

John A. Crisafulli & Colonel John Robinson Elementary Schools — Continued

Massachusetts Comprehensive Assessment System (MCAS)

Students were tested in Reading and Mathematics in third grade. Fourth graders participated in writing the Long Composition, English Language Arts, and Mathematics. Fifth graders participated in Science and Technology, Mathematics, and Reading. The students received pep talks and guidance lessons to alleviate test anxiety. The staff emphasized that the purpose of testing was to measure the effectiveness of the curriculum and to identify students' level of proficiency. Each day before testing, the students participated in a power walk with their teachers. Children were allowed access to water at any time to remain hydrated.

Conclusion

In conclusion, the Crisafulli and Robinson School communities look forward to the many opportunities a new school year brings and will continue to work to strengthen our partnership with each other and the community of Westford.

Rita Edwards Miller & Norman E. Day Elementary Schools

Rita Edwards Miller School
Jill Mullavey
Principal
Donna Pobuk
Assistant Principal

Norman E. Day School
Kevin Regan
Principal
Donna Pobuk
Assistant Principal

Overview
The Miller and Day Elementary Schools continue to work together to foster self-esteem, academic persistence, and respect for others in a safe and nurturing environment. Both schools work diligently to ensure smooth transitions for students through meeting the needs of the whole child.

Curriculum and Instruction
The Miller School employed new curriculum models this year to promote and foster early literacy. Miller School Literacy Specialist Amy Sullivan offered teachers the opportunity to join a book group exploring *The Daily Five*. To date, fourteen staff members have participated and now implement *The Daily Five* in their classrooms. This model of instruction provides a structure that helps students develop the daily habits of reading, writing, and working independently that will lead to a lifetime of literacy independence.

At the Day School, the use of data to drive instruction and assessment was utilized in several areas. Teachers worked together in Continuous Learning Groups (CLG) to analyze 2011 MCAS data and developed goals based on this analysis. Data Assessment Review Teams (DART) were also created this year. These teams analyzed data to make informed decisions concerning academic supports.

Both the Miller and Day Schools have focused on increasing technology integration to expand the curriculum and challenge our digital learners. At Miller collaborative efforts between school and community have allowed the school to purchase the following for each class: ceiling mounted in-focus projectors, and document cameras. ENO Boards have also been placed in locations with access for all teachers.

Miller School teachers continue to seek out innovative ways to challenge themselves and their students. Mrs. Burke, Ms. Campbell and Mrs. Colantuonio received a WEF grant to attend the Christa McAuliffe Technology Conference to explore new ways to enhance student learning through digital storytelling. A Teaching American History Grant:, "An Innovative Nation: Technology, Culture and Society, was awarded to Ms. Garvey. Mrs. Perron and Mrs. Lampros, art and music teachers at both Miller and Day, were named finalists for the lucrative "Power A Bright Future, Grants For School Programs."

Several opportunities for increasing technology integration throughout the curriculum occurred during this school year at the Day School as well. In November, Dr. David Castelline demonstrated the Greg Tang website to parents, staff and students. This website is based on proven strategies that lay the foundation for deepening student Math skills. Site licenses were purchased for the computer lab to enhance instruction in Morning Math, and Math Club, as well as classroom support.

Rita Edwards Miller & Norman E. Day Elementary Schools – Continued

Teachers from various subject areas and grade levels collaborated to write grants that would integrate technology in the curriculum. Two third grade teachers, Mrs. Anderson and Mrs. Gonsalves, were awarded WEF grants for their proposal, *iPod Nanos: Revving Up for Reading.*

The Day School expanded curriculum offerings to students in other academic areas. The Instrumental Music Program added a new offering this year. Students in fourth grade may opt to participate in the Elementary Band Program. Student interest has been positive as indicated by enrollment.

Character Education
Ensuring a learning environment that is founded on respect and trust is woven throughout both the Miller and Day Schools' Mission Statements and permeates every aspect of student life.

Mrs. Jonna Clermont, guidance counselor at the Miller School, implemented the second phase of the Anti-Bullying Curriculum. The theme of respect, trust and celebrating diversity was woven into Community Meetings and throughout the school. In November, all students and staff at the Miller School were given "I Don't Bully" t-shirts with the intent that they would be worn at every community meeting. When worn collectively, this sent a strong message: the Miller School is a bully-free zone.

Character Education was also a focus at the Day School. An Aggression Rubric was developed in response to Massachusetts's aggressive anti-bullying legislation. The aggression rubric ensures consistency in responding to and reporting alleged acts of bullying. The E.N.A.B.L.E. (Everyone Needs a Bully-less Environment) Team conducted an on-line survey to parents to gather information on their knowledge and understanding of the legislation and of the Day School's procedures. Information gleaned from this survey will be used to develop a parent forum to be held during the 2012-13 school year.

Student Activities
The Miller and Day Schools are truly committed to providing rich and diverse learning experience including a variety of offerings extending beyond the hours of the school day.

Miller School students participated in two worthy fundraisers this year. The first, *Dance for a Cause,* was held in December and raised $224 for the Jimmy Fund. In the spring, students also collected money for the Leukemia Foundation, completing a *Pennies for Patients* fundraiser that raised $1500. The school also holds *Movie Night, Bingo for Books* and *A Celebration of Community Night.*

Rita Edwards Miller & Norman E Day Elementary Schools – Continued

At the Day School, Westford Eagle Scout Aziz Rangwala completed an energy conservation project. Aziz, working with a steering committee, explored ways that the Day School could reduce energy costs. In May, the Green Education Foundation named the Day School a Spotlight School. This award recognized the school's efforts to conserve energy.

Students enjoyed several enrichment opportunities beyond the school day. The Day School Math Club, facilitated by Principal Mr. Regan, did very well in the on-line math league. The third graders took fourth place, the fourth graders took fifth place and the fifth graders tied for first place. Students in grades three through five could join the Student Senate. This group, facilitated by Assistant Principal, Mrs. Pobuk coordinated a successful, *Pennies for Patients* fundraiser for the Leukemia Foundation, raising over $2300. Student Senate members worked with art students from Westford Academy to paint the Solution Wheel on the pavement in the recess area.

Other opportunities for students include Cobrazine Club, Ski and Snowboarding Club, and Foreign Language Club. The Day School fifth grade play, " *Frog and Toad*" was a huge success. The play was performed at the Westford Academy Performing Arts Center and was directed by Luke Jorgensen.

School Advisory Council
The Miller and Day School Advisory Council (S.A.C.) members are committed to student achievement and school excellence. Council members at Miller include principal Jill Mullavey, parent representatives: Kristin Cambray, Jelena Radumilo-Franklin and Rohini Pola; community representative Mira Davis, and teacher representatives Karen Burke and Pamela Perron. Day School Advisory Council members include parents, Kristin Cambray, Namita Gupta, Eileen Horne and David Hill; principal, Kevin Regan; teachers Brenda Tobin, Ashley Fralick, and Barbara Cope; and community member Susan Yetten.

The Miller SAC distributed an on-line survey to solicit parent input in alignment with MERA goals set forth by the State. The results revealed strong parent approval in all areas, for example Student Achievement and Academic Support scored 98.2%.

Parent and Community Involvement
Miller School site based PTO coordinators Jonna Green and Rebecca Carroll have positively impacted a variety of areas throughout the school. Parents are welcomed in all areas of the Miller School community including the library, field trips and classroom. The Miller School was proud to collaborate with Daisy Troop 85410 and Cub Scout Pack 95. Both groups volunteered their time and energy to "spruce up" the school grounds through weeding, planting and mulching.

Both schools work diligently to ensure consistent communication between home and school. The *Miller Minute* is published weekly and includes events happening in the school, provides parents information on a variety of topics and includes links for students and parents to access educational websites such as RAZ Kids, Brain Pop jr.

Rita Edwards Miller & Norman E Day Elementary Schools – Continued

and Spelling City. The Day School publishes the *NED Connection*, an electronic newsletter that contains information on school wide events.

Members of the site-based P.T.O. at the Day School include parent representatives Judi Morrison, Jenn Quinn, Danielle Lorette, Mary Ann Roberston; teacher representatives Krista Byam, Lisa Gonsalves, and Brenda Tobin and administrators, Donna Pobuk and Kevin Regan. Fundraisers were organized to support the Leveled Library and the installation of white boards in all classrooms. Parents volunteered in multiple areas: the Grade Five Play, Holiday Shop, School Store, Spruce Up Days, in the classroom, on teacher candidate screening committees and Walking Outdoors for Wellness (W.O.W. Program).

Student Leadership and Recognition
The Miller School was pleased to dedicate the beautiful Media Center to Kenneth H. Morgan Jr. A steering committee comprised of district leaders, administrators, teachers and community members planned the dedication ceremony held in April.

Brother and sister Charlie and Meggie Norton, students in grade one and kindergarten, have co-authored a book and CD entitled, *The Rules on the Bus*. The Miller staff is proud of the accomplishment of our young authors.

The following Day School students were recognized for their achievement, leadership and citizenship:

- Nicholas P. Colgan Memorial Award, Tucker Champeau
- Jan Nickerson Excellence in Music Award, Emily Burt
- Jeanine Haberman Building Community Award, Kayleigh Butler
- Mrs. Wanda Hall, Grade Three Most Worthy Student, Suraj Rajiv
- Mrs. Mary Ellen Reardon, Grade Four Most Worthy Student, Isabella Burgos-Ralat
- Mrs. Susan Yetten, Most Worthy Student, Victoria Morrison
- Grade Five Principal Awards, Casey Mahoney and Aalok Sanghavi

Conclusion
The Miller and Day School communities look forward to continued collaboration and success. Both schools provide a challenging and supportive environment for staff and students, one where hard work, pride in one's efforts and creative risk-taking are celebrated.

Stony Brook School

Peter Cohen
Principal

Steven Guditus
Assistant Principal

During the 2011-2012 school year at Stony Brook nearly 660 students in grades six, seven, and eight matriculated. Despite our plans for the first day of school to provide the sixth graders with an opportunity to attend school without the seventh and eighth graders, Hurricane Irene had other ideas. With a "snow day" on the first day of middle school we welcomed all three grade levels at the same time. For sixth graders, we had wonderful team building activities that the sixth grade teachers prepared for their students that allowed our newest students the opportunity to become acclimated to their new school.

The middle school is based on the team concept. Each team of teachers was responsible for providing instruction in mathematics, language arts, social studies, and science. The students in each grade received instruction on their respective teams for about four hours each day, then worked with members of the Integrated Arts Team for ninety minutes. During integrated arts they participated in a variety of age-appropriate programs, including music, art, health, physical education, technology education, and world languages (French, German, Latin, or Spanish). Additionally, a three-part course including Guidance, Research, and Technology was offered to all students.

The "snow day" on opening day turned out to be foreshadowing for the freak snowstorm in late October that turned out the lights and therefore canceled school for four days. As a result we had school on two days during the originally scheduled February vacation week. Thankfully a mild winter allowed us to finish the year with students on June 18. Highlights of the year include a visit from inspirational speaker Ed Gerety, the annual Washington, DC trip for 8th graders, and a terrific presentation about diversity and Indian culture from two members of the Stony Brook parent community. Additionally our advisory program was an outstanding addition to our schedule. We will continue to have a daily advisory period at the start of each day next year for students to get extra help and interventions as necessary as well as develop a trusting, working relationship with an academic advisor at the school.

Curriculum and Instruction

The course of study followed the Massachusetts Curriculum Frameworks. We are also aligning our curriculum with the new Common Core State Standards. Students were heterogeneously grouped in all subjects with the exception of mathematics. Students in math were placed either in a standard grade level or accelerated math program based on well-established criteria. Because students' understanding of math concepts occurs at different times during their middle school years, a goal of instruction is to challenge students and provide opportunities to build each child's confidence in math and guide them in developing their mathematical thinking.

Once again, Stony Brook and the Westford Public Schools did not receive Title One funds. This led us to continue with the math coach position, which allowed us to offer additional mathematics support to qualifying students in sixth and seventh grade. These students received additional support in their math classes. Next year we will add a reading interventionist to the staff to join the math interventionist.

Assessment

Assessment is an integral part of the learning process at Stony Brook. Teachers used multiple forms of assessment for measuring student achievement. The assessments stretch beyond the traditional pencil and paper test to reports, projects and hands-on class presentations. An assessment committee will continue the work of looking at the quantity and quality of the assessment tools used at the middle school level. This will also continue to be discussed by the leadership team. There is a strong need for instructional leaders at the middle school level to assist with this work.

In the spring, all students participated in MCAS testing. Mathematics tests and English/Language Arts tests were administered to sixth, seventh and eighth graders. Seventh graders also completed the long composition exam. Eighth graders were given a science test.

Professional Development

Professional development for the Stony Brook staff included the district-wide workshop opportunities as well as some in-house activities with an emphasis on building a professional learning community. One focus for this year was to provide professional development on ways to integrate technology into the classroom. The professional learning community will continue to be an emphasis for the coming school year along with learning more about the new educator evaluation system that school systems around the state are implementing. Additionally, our focus at the middle school is on district-wide initiatives including developing an effective and systematic Response to Intervention. Due to the contract negotiations, teachers did not participate in Critical Friends Groups this year, which in the past had allowed them to discuss teaching and learning with colleagues through the use of protocols.

Parent/ Community Involvement

The Westford Middle School PTO is a highly supportive organization that provides the middle school students with excellent activities and enrichment programs. Authors, concerts, and field trips were planned for the students.

School Advisory Council

The SAC met throughout the year. The advisory council developed a school improvement plan.

Communication

A major emphasis was placed on school communication. Parents received a weekly email from the principal that updated them on Stony Brook happenings. The Internet has become the primary method of communication from school to home. In an effort to do our part to save the environment, we have made efforts to become paperless. Paper notices are no longer sent home, but instead posted on the web site. Next year, parents will be able to register for the Parent Portal, which will allow access to report cards and progress reports online.

WESTFORD ACADEMY

James Antonelli
Principal

Adam Goldberg
Assistant Principal

Westford Academy welcomed 1673 students for the 2011-2012 school year. We also welcomed several new staff to our faculty and our year was highlighted by many achievements in the area of academics, athletics, and co-curricular activities.

Student performance on the state-mandated MCAS exams continued to place Westford Academy in the top tier of high schools in Massachusetts. Westford Public Schools boasts with outstanding achievement scores in PSAT, SAT, MCAS and in Advanced Placement, while doing so with one of the lowest per pupil expenditures in the State. The Class of 2012 had 99% of its graduates successfully pass both the English Language Arts and mathematics tests. The freshman students that participated in the MCAS biology exam did an outstanding job and were in the top 10% for the State.

Boston Magazine and U.S. News and World Report recognized Westford Academy for academic excellence. Boston Magazine placed Westford Academy students in three categories. First, for English, it was "Pulitzer Prize." Second, for math it was the "MIT Scholarship." And finally, for science Westford Academy received the notation of "Nobel Prize". U.S. News and World Report ranked Westford Academy at 27 out of 350 plus schools and 493 Nationwide.

Five teachers retired this year at Westford Academy after many years of service. Dr. Joseph Spadano (33 years) Math Department, Mr. Edward Scollan (36 years) Social Studies Department, Mr. James Casserly (36 years) Science Department, Mr. Paul Poisson (38 years) Science Department, and Mr. Michael Joyce (34 years) Foreign Language Department. These five men have left an indelible mark on Westford Academy and will be missed. Congratulations to all five and best wishes in your retirement.

Finally, one member of our faculty received her 25-year chair from Westford Academy: Mrs. Susan Beers our school social worker. Sue has been a wonderful member of our guidance team providing tremendous support to our student body. In addition, Sue has been the advisor to our Gay/Straight Alliance for many years and has provided support to this organization. Congratulations to Susan Beers.

MOST WORTHY REPRESENTATIVES

2012 Alexandria Caron, Thomas Yorke
2013 Taylor Freud, Michael Murphy
2014 Renee Craig, Benjamin Borodawka
2015 Alexa Popp, James Antonelli

SPECIAL AWARDS

National Merit Commended Students

Ishita Agrawal, Radhika Akhil, Maia Batista, Christopher Bert, Scott Cooper, Callie Cunningham, Sushmita Datari, Stephanie Gagnon, Charles Huang, Lukas Hunker, Alfred Johansen, Jessie Johnson, Sameer Kini, Matthew Lauer, Alexander Lee, Joseph Meyer, Jacob Mooney, Kurt Naugler, Maxwell Polevy, Audrey Seraphin, Bianca Tamakkar, Aishwarya Vishwanath, Alaina Weiss, Matthew Whitney, Julia Walker, Elizabeth Wright-Fairbanks, Theresa Yuan

National Merit Finalists...Vivek Gaddam, Alicia Puranik

Foreign Language Awards
Over 100 Westford Academy Foreign Language students from all grades and levels participated in this year's Foreign Language Elementary Outreach Program. These students prepared mini lessons in the language they are studying and visited over 40 elementary school classrooms from kindergarten through grade 5, teaching their lessons and sharing their enthusiasm for language learning with our younger students. The language department appreciates the time and effort that our students put into this voluntary program.

The National Spanish Examinations are the most widely used tests of Spanish in the United States. In the spring of 2011, a total of 140,373 students participated in the online version of the exam. Seventy seven Westford Academy students took the National Spanish Exam. Of those students, 58 of them placed on this national exam. Seven students won a gold medal for placing in the 95th percentile or above, 13 students won a silver medal for scoring from the 85th through the 94th percentile or higher and 11 students earned a bronze medal for scoring in the 75th through 84th percentiles. Honorable mentions were also awarded to students scoring from the 50th through the 74th percentile. Congratulations to all of these recipients!

2012 National German Examination Hall of Fame
Westford German students were recently informed of the results of the *2012 National German Examination* given to over 26,000 students nationally. This year was another great year for Westford with another record number of awards: 26 eligible for a free trip to Germany; 26 at or above 90th percentile; 51 at or above the 80th percentile! Students who scored at or above the 90th percentile are eligible for *an all-expenses paid home-stay/study trip to Germany.* Students will be honored at the AATG (American Association of Teachers of German) Banquet in the spring. Percentile scores are shown in parentheses.

German V
Gold Medal: Tim Marple (95), Stephanie Gagnon (95), Alanna Weiss(92), Karina Camargo (92)
Silver Medal: Caley Rolt (89), Nicole Larsen (89), Alexis Jacobson (89), Maia Batista (86),
Josh Kohnstam (86)

German IV
Gold Medal: Rachel Meyer (97), Scott Coull (97), Stefania Battezzato (97)
Silver Medal: Sarah Welch (89), Alexa Overington (87), Kelly Champine (87), Philip Pang (83), Christina Nowak (80)
German III
Gold Medal: August Posch (98), Amelia Shein (98), Joyce Yan (98), Kayla Flanagan (97), Renee Craig (96), Nathan Beningson (95), Ben Woodward (95), Christine Raymond (94), Matt Raboin (94), Emily Valante (90), Eric Sporel (90), Bretta Beer (90)
Silver Medal: Derek Feehrer (88), Kevin Sun (87), Derek Naugler (87), Neesa Severance (87), Chris Noran (85), Sara Graziani (81)
German II
Gold Medal: Amaan Khimani (97), Lily Hitelman (94), Sophia Tiano (94), Austin Xu (92), Karina Luetjen (92), Sara Rottger (92), Alyssa Martinec (90)
Silver Medal: Victoria Weiss (89), Nicole Huang (87)

Westford Academy French Exchange- In October, Westford Academy junior and senior French students, along with their parents, welcomed 20 students and 2 teachers from the Lycée Raoul-Follereau in Nevers (pronounced Nev-air), France. During their stay in Westford, the French students spent several days at Westford Academy visiting classes at WA, Blanchard, and Stoneybrook middle schools. The students provided an authentic expertise on cultural questions and curiosities from American students.

In April, the 20 Westford Academy junior and senior hosts will travel with their teachers to Paris and to Nevers. They will stay with their French exchange partners in Nevers. During their 12-day trip, our students will be immersed in the language and culture of France. They will live with a host family and spend several days with their hosts at school.

Westford Academy School Newspaper *"The Ghostwriter"*
The Ghostwriter attended the New England Scholastic Press Association's annual conference this spring and took home several awards for individual contributions and won Superior Achievement overall.

Alex Lee and Anastasha Echavarri for News Article "Close Contact Controversy: the Westford Academy Grinding Ban"

Sameer Kini for Sports Story "AB Comes Back to Beat WA in Thanksgiving Classic"

Matt Miller for Feature Article "Amnesty International Prepares to Fast"

Alex Lee for interactive graphic (map) with story "Westford Academy Class of 2011 Says Farewells"

WESTFORD ACADEMY – CONTINUED

Athletics

SPRING 2011

Boys Lacrosse 2011 Dual County League Champions for the 1st time since entering the conference

Girls Tennis 2011 MIAA Division 1 North and repeated as MIAA Division 1 State Champions

Pole Vaulter Brendan Sullivan sets new MIAA State Record and wins 2011 State Championship

All Spring 2011 programs qualified for postseason competition

FALL 2011

Seven out of nine fall athletic programs made it into the MIAA post-season torunament

WINTER 2011-2012

Girls Swimming and Dive Team won 2011-2012 MIAA Division 1 State Championship. Kelly Huber and Jen Marrkand both won individual state championships in their respective events. The team also had two relay teams win state championships

Both Boys and Girls Alpine Ski Teams claimed the 2011-2012 Mass Bay West League Championship at Nashoba Valley

Girls Alpine Ski won the MIAA State Championship

Girls Ice Hockey won the MVC/DCL League Championship

Girls Basketball won the DCL League Championship

All Winter teams qualified for postseason competition

Athletics- General

There are over 1,250 opportunities to participate in athletics to the students of Westford Academy in 2011-2012 school year and another 450 opportunities at the middle schools.

Fine Arts: Visual Arts

The 2012 Westford Academy Art Department Calendar will include drawings by the following artists:

Connor Tiches, Sarah Brunelle, Sabrina Mortensen, Elise Gosselin, Jennifer Keane, Megan Walter, Mandy Zhang, Pooja Gupta, Ryan Ricci, Lexi MacDonald, Jessica Pazienza, Ona Oliver, Martha Cady, and Lena Mirisola

2012 Boston Globe Scholastic Art Awards – 19 Westford Academy students won awards at the 2012 Boston Globe Scholastic Art Awards competition:

Gold Keys: Charlotte Callon, Chiraag Lathia, Lena Mirisola, Sabrina Mortensen, Priyanka Ram and Ryan Ricci

Silver Keys: Sarah Brunelle, Pooja Gupta, Lance Luther, Jennifer McIntosh , Connor Peacock and Megan Walter

Honorable Mentions: Sean Burke, Elise Gosselin, Jennifer Keane, Alivia Kilroy, Sarah Kovalchik, Dylan McCusker and Caitlin Sullivan

Performing Arts: Music
35 students students auditioned for Senior District on November 19th and 19(!) were selected. The festival participants were Chris Bert, Philip Dominici, Fangru Jiang, David Ran, Isabella Wang, Justin Yao, David Benoit, Nicholas Nudler, Ryan Chen, Thomas Chen, Alex Cheng, Theodore Frohlich, Vivek Gaddam, Jason Ko, Joel Kottas, Sally Lee, Matthew Whitney, Helen Zhao and Eric Zhou.

A dedicated group of students performed as usual at the WA Holiday Bazaar on Dec. 3.

The WA Honors Orchestra performed twice with the Concord Symphony Orchestra at 51 Walden in Concord on Dec. 4th.

7 Students auditioned and 6 were selected for the Eastern District Music Festival. Festival participants from WA were Alexander Bai, Jonathan Ko, Nicole Huang, Allison Leung, Kelly Bray and Sophia Tiano.

The Westford Academy Jazz Band and The Westford String Troubadour Repertoire Orchestra performed at the Mentor/Mentee reception at WA.

The band, chorus and orchestra presented their fall concert on Dec. 9th at 7 pm in the WA Performing Arts Center.

4 Students were chosen for the for the Festival Orchestra at the All-State Music Conference. Congratulations to Vivek Gaddam, Joel Kottas, Theodore Frohlich and Isabella Wang.

The WA Grey Ghost Marching Band performed a combined "Tribute to America" half-time show with the Chelmsford High School marching band at the first away football game on September 9th.

The WA Grey Ghost Marching Band performed at the 2nd annual Westborough Marching Band Invitational.

The WA Grey Ghost Marching Band traveled to the University of Massachusetts at Amherst to participate in the 27th annual UMass Band day. Beginning early in the morning, bands from all across New England, New York, New Jersey, and Pennsylvania joined the Minuteman Band in an intense rehearsal and performed four hours later before a crowd of 17,000 fans

The WA Festival Jazz Ensemble earned a bronze medal at the Massachusetts Association of Jazz Educators Northeast District Festival on March 6th.

Students from the WA chorus, orchestra, band and theatre departments performed for Stony Brook and Blanchard middle school 8th graders

Massachusetts Eastern District Junior Music Festival - The following students were accepted into the Massachusetts Eastern District Junior Music Festival. Approximately 1,040 students auditioned for spots, with only 458 students were accepted into the band, chorus, and orchestra. Of the 458, 6 Westford Academy students were accepted as listed below:

Alex Bai, violin
Kelly Bray, trumpet
Nicole Huang, violin
Jon Ko, violin
Allison Leung, viola
Sophia Tiano, alto voice

David Benoit, Tenor was accepted to the Eastern District Sr. Music Festival at Boston Latin High School in January.

Members of the Westford Academy Honors Choir performed for the Cameron Senior Center Annual Holiday Luncheon in December.

Performing Arts: Theater
Westford Academy Theater Art's production of *The Hairy Ape* was named *State Finals Winner* in the Massachusetts Educational Theater Guild's 2012 Festival along with St. John's Preparatory School (*Macbeth*) and Peabody Veterans' Memorial High School (*Alchemy of Desire/Dead Man's Blues.*)

The Hairy Ape was honored with four All Star Nominations at the State Finals including:
Technical Excellence in Set Design to Daniel Bubin, Peter Cialli, Katie Levitsky, Scott Coull, Erin Carr and Nick Calow

Excellence in Ensemble Performance to JC Davis, Kyle Hughes, Nolan LaFlamme, Andrew McEvoy, Daniel Regan, Nathan Rigione, Kyle Russo, Tyler Sacco and Matt Sullivan

Technical Excellence in Costume Design to Sarah Welch, Alexa Lambert, Sam Calow, Sam Sheppard, Anna Hartmann
Excellence in Acting to Will Clark

Westford Academy Theater Art's production *The Hairy Ape* was named *Festival Winner* at the Semi Final Round of the Massachusetts Educational Theater Guild's State Tournament this weekend.

The Hairy Ape was honored with seven All Star Nominations at the METG Semi Final including:

Excellence in Choreography to Christine Torto
Technical Excellence in Costume Design to Sarah Welch, Alexa Lambert, Sam Sheppard, Anna Hartmann, and Sam Calow

Excellence in Acting to Michaela Burke
Technical Excellence in Lighting Design to Elise Paugh
Technical Excellence in Set Design to Daniel Bubin, Peter Cialli, Katie Levitsky, Scott Coull and Nick Calow
Excellence in Ensemble Performance to Chris Kandra, Dylan McCusker, JC Davis, Kyle Hughes, Nolan LaFlamme, Andrew McEvoy, Daniel Regan, Nathan Rigione, Kyle Russo and Matt Sullivan
Excellence in Acting to Will Clark

Westford Academy Theater Art's production *The Hairy Ape* was named *Festival Winner* at the Preliminary Round of the Massachusetts Educational Theater Guild's State Tournament in Andover this weekend.

In addition to being selected to perform in the Semi Final Round on Saturday, March 10 at Westford Academy, *The Hairy Ape* was honored with seven All Star Nominations including:

Technical Excellence in Lighting Design to Elise Paugh
Technical Excellence in Set Design to Daniel Bubin, Peter Cialli, Katie Levitsky, Scott Coull, Erin Carr and Nick Calow
Technical Excellence in Audio Design to Joe Royal
The Stage Manager's Award to Peter Cialli (and the entire production team)
Excellence in Ensemble Performance to JC Davis, Kyle Hughes, Nolan LaFlamme, Andrew McEvoy, Daniel Regan, Nathan Rigione, Kyle Russo and Matt Sullivan
Excellence in Acting to Dylan McCusker
Excellence in Acting to Will Clark

Westford Academy Trustees
The Westford Academy Trustees continue to support scholarships, programming and technology with their annual financial award of approximately $80,000. Their generous support was distributed through scholarships to graduating seniors, most worthy representatives and excellence awards, and National Honor Society senior books. In addition, the Trustees purchased three digital cameras for our digital darkroom and robotics supplies for our Robotics Club.

Mr. H. James Kazeniac
Mr. Paul MacMillan
Mr. A. Dana Fletcher
Mr. John Healy
Mr. Geoff Hall
Mr. Joseph F. Lisi Ed.D.
Ms. Ellen Downey Rainville
Mr. Manfred Doucette
Mr. William Kavanagh
Mrs. Helena A. Crocker
Mrs. Eva Nesmith Brown
Mr. Robert Herrmann
Mr. Ryan Dunn
Mr. William Cody

Honorary Member: Ms. Patricia Bradley

Westford Academy – Continued

Emeritus Members:

Mr. Maurice Huckins Jr.
Mrs. Eileen O. Anderson
Mr. E. Kennard Fletcher

Deceased Members:
Mrs. Bette Ross Hook
Mr. Lloyd Blanchard
Mrs. Barbara H. Parkhurst

Conclusion

Westford Academy is a wonderful academic institution with caring administrators, faculty, and staff. The school community focuses on rigorous academic expectations while fostering an environment that is clean, safe, and focused on a positive school climate.

Westford Academy Class of 2012

Nicholas James Adams
Ishita Anil Agrawal
Michael Alan Akerstrom
Radhika Akhil
William John Alden
Jenna Marie Amato
Andres David Andrade
Julie Ann Apicco
Stephanie Rose Arno
Molly Patricia Aulson
Timothy Michael Avery
Virinchi Balabhadrapatruni
Christopher Peder Barrett
John Davis Bates
Maia Hill Batista
Zachary Thomas Baxter
Matthew James Beardsley
Danielle Nicole Beaulieu
Jenna Marie Beauregard
David Robert Benoit
Andrew Charles Benway
Matthew Christopher Benway
Eugene David Bernstein
Christopher Mark Bert
Michael Leonard Bibinski
Jessica Lindsay Ahlheim Bishop
Devin William Bornstein
Kyle Richard Boyd
Francesca Lussier Bragan
Julie Elizabeth Bransfield
Matthew Michael Breen
John Joseph Breen IV
Matthew Allen Brett
Mackenzie Lee Brewer
Alleana Scott Brody
Erica Ashley Brown
Joseph Andrew Brunelle
Sarah Mae Brunelle
Daniel Joseph Bubin
Michael Thomas Burgomaster
Caitlin Frances Burke
Michaela Rose Burke
Sean William Burke
Patrick Edward Burns
Allison Marie Bush
Kevin Michael Bush
Mustafa Anees Buxamusa
Eric Andrew Cajolet
Jenna Marie Calisi
Laura Joy Calisi
Catherine Nicole Callahan
Nicole Alexa Callahan
Karina Sofia Camargo
Catherine Anne Campbell
Eric Candlen
Jack Joseph Capurso
Cameron Lee Carlyle
Alexandria Marie Caron
Paige Elizabeth Casey
Jennifer Marie Cassidy
Jesse Tyler Cataldo
Eric Jian-Yu Chan
Isabelle Chantal Chassagnade
Xiaoling Chen
Timothy William Chisholm
William Hamill Clark
Rachel Kathleen Cloutier
Stephanie Ann Cobb
Mitchell Robert Cohen
Jeffrey Ian Collard
Eric Louis Colomb
Brannon Patrick Connolly
Scott Andrew Cooper
Hannah Grace Coughlan
Jaclyn Marie Courchaine
Evan Richard Cournoyer
Riley Francis Cox
Brian Everett Cummins
Callie Rose Cunningham
Nicholas John D'Agostino
Tyler William Dalessio
Catherine Nicholes Darin
Sushmita Rao Datari
Jeremiah Cornelius Davis
Timothy Nathan Day
Colleen Denise DeAngelo
Alexander Joseph DeBiase
Kevin John DeFusco

Westford Academy Class of 2012 – Continued

Nicholas Thomas DeLosa
Baylee Maurea deMalmanche
Jacqueline Elizabeth Dennehy
Jacqueline Kristen Der
Daniel Christopher Deren
Alicia Marie Desrochers
Jessica Catherine Devereaux
Sara Ann Diamond
Sydney Elana Diamond
Nicholas Vincent DiBenedetto
Elizabeth Anne Dick
Michael Steven DiFonzo
Ryan Michael Doherty
Ara Varant Donabedian
Shannon Theresa Donahue
Joseph Christopher Donnelly
Eleanor Marie Donovan
Michael Ronald Doran
Nicholas Brandon Morgan-Dota
Edward Shawn Dougherty
Kristen Marie Dugas
Christopher Russell Dunn
John Michael Dyer
Alex Christopher Eaton
Jessica Helser Elliott
Amelia Louise Ellis
Matthew Beals Ellis
James Edward Ellis, Jr.
Jacqueline Winship English
Rachel Catherine Estabrook
Thomas John Fahey
Cassie Marie Ferreira
Michael Arthur Ferretti
Jessie Anne Filiatrault-Brown
Haley Elizabeth Flaherty-Dawson
Patrick Collin Flanagan
Andrea Lynn Flannery
Brady Kilmarx Flynn
John Timothy Ford
Anna Merria Forsyth
Brendan Charles Frankfort
Katrina Elizabeth Fritz
Theodore Thomas Elmer Frohlich
Vivek Reddy Gaddam
Stephanie Christiane Gagnon
Jacqueline Lee Gallagher
Rachel Grace Gallo
Michael Patrick Gallucci
Melissa Catherine Ganley
Sandeep Sastry Garikapaty
Vanessa Kerr Gauthier
Kelly Taylor Geraghty
Nathan Carl Giacalone
Erin Elizabeth Gilgen
Robert Gilman
Rebecca Jane Goodman
Charles Jacob Goodwin
Elise Marie Gosselin
Andrew Jeremiah Graham
Michael Patrick Graham
Shannon Marie Greene
Abigail Grace Griffin
Pooja Gupta
Michael James Gurney
Michael Gene Haines
Jazmin Layla Hamza
Lisa Beth Han
Shana Andrea Hardy
James Nathan Harkness
Riley Terence Hayes
Andrew Scott Hazelton
Justin Alexander Healy
Bradley Clark Heath
Sarah Elizabeth Hernandez
Natalie Taylor Hill
Laura Holguin
Nolan Guye Holland
Corey Denise Holman
Kevin Michael Holston
Olivia Nancy Houghton
Patrick Michael Houghton
Karilynn Ann Howe
Charles Hanfei Huang
Christina Kathleen Hughes
Erin Elizabeth Hughes
Kyle Weston Hughes
Lukas Laurence Hunker
Emma Margaret Hurley

Westford Academy Class of 2012 – Continued

Abbigail Elizabeth Hyslip
Adithi Sundar Iyengar
Alexis Tovah Jacobson
Jason Arun Jani
Ryan Andrew Jann
Alfred Edward Johansen
Jessie Greg Johnson
Christopher James Johnston
Melanie Lynn Jordan
Sonia Marie Joshi
Christopher Evan Kandra
Hayley Morgan Katkowski
Richa Kaul
Kristina Latham Kea
Duncan James Kearns
Jessica Leigh Keenan
Alexandra Mary Kelly
Ryan Callahan Kendall
Sameer Deepak Kini
James Brook Knowles
Jason Kevin Ko
Emily Anne Koerner
Ali Haydar Köse
Joshua Luke Kohnstam
Thomas Charles Kolek
Daniel Joseph Kosteva
LillyAnna Grace Kuehl
Stephen Hay-Su Kwon
Nikhil Patil Kyathappala
Graham Morgan LaBossiere
Andre Daniel Lacroix
Alexa Brooke Lambert
Kerry Sabrina Lane-Smith
Nicole Lynn Larsen
Matthew William Lauer
David Allan Lawson
Justyn Jerome Leduc
Alexander Sangho Lee
Hayden Yatsum Lee
Ji Sun Lee
Andrew Edward Levenbaum
Devon Elizabeth Lindsey
Jessica Nicole Linnell
Katherine Michelle Lizotte
Halie Elizabeth Lobo
Alexander Joseph Locker, IV
Patrick Samuel Lotti
Sarah Rose Loughlin
Katherine Maxwell Lowe
Lance Dean Luther
Conor Whitten Lynch
Jordanne Nicole MacBrayne
Alexis Anne MacDonald
Amy Lynne MacLure
Rachelle Elise Magaw
Rachel Elizabeth Mahan
Raunak Mahesh
Devon Joseph Mahoney
Brooke Elizabeth Mains
Jacqueline Tellier Marhefka
Colby Marie Mariano
Nicholas Mark Mariotti
Timothy Edward Marple
Courtney Lenington Martin
Julie Anne Martin
Steven Raymond Martinec
Alyssa Sakura Mazzucotelli
Katherine Ann McCarthy
Dylan Joseph McCusker
Addison Baker McDermott
Ryan James McDonald
Kendall Ann McElroy
Kathleen Evelyn McEnaney
Andrew Michael McEvoy
Ciarán Thomas McGrath
Daniel Patrick McHugh
Seamus Colin McKenney
Sean Padraic McKenney
Christine Mary McLean
Steven Paul McManimon
John William McNamara
Lindsay Keyes Metcalf
Joseph Francis Meyer
Micayla Mary Milisci
Matthew Ryan Miller
Matthew Joseph Miller
Garrett Charles Miner
Anthony Merrick Minnucci

Westford Academy Class of 2012 – Continued

Connor Michael Minnucci
Arlenis Miranda
Sean Alexander Mitsock
Alexander John Montemurro
Jacob Alexander Mooney
Ryan Edward Motyl
Evan Francis Mueller
Connor Jeffrey Murphy
Prayuth Praveena Naduthota
Austin Namery
Jennifer Elizabeth Natusch
Kurt Leslie Gray Naugler
Abigail Christine Nelson
Fu Yu Ngai
Alexander Francis Noone
Thomas Michael O'Brien
Rachel Catherine O'Donnell
Sean Martin O'Donnell
Brian Edward O'Neal
Rebecca Ann O'Neill
Timothy James Olivier
Gwendolyn Ruth Orford
Taylor Danielle Orosy
Timothy Phillips Orton
Sarah Lynn Oughton
Alexander Nicholas Pappas
Joseph James Paragona III
Apexa Navin Patel
Amy Elizabeth Paulauskas
Jan Pawlowitz
John Joseph Pawlowski
Justin Dominic Pawlowski
Findley Mulhern Payne
Katherine Mollie Pazienza
Connor Winslow Peacock
Frederike Ingrid Annemarie Pemp
Reed Evan Peraner
Katherine Elizabeth Perrone
Jared Robert Peterson
Ryan Stephen Peterson
Katherine Hannah Pietras
Danielle Megan Pocock
Maxwell Michael Polevy
Michael Robert Porras
Laurianne Margaret Posch
Alexander Joseph Preckol
Katherine Nicole Prescott
Julia Constance Proulx
Alicia Rajesh Puranik
Kerrianne Catherine Quigley
Alina Quinones-Moleiro
Alesia Joy Raczelowski
Danielle Faye Raichek
Benjamin Christopher Ralph
Ana Marie Raso
Christopher Lloyd Rendall
Kristina Mary Reny
Madison Lynn Reslow
Salvatore Thomas Restuccia III
Melissa Ann Richards
Jennifer Eileen Rigby
Anthony Peter Rinaldi
Philip James Roberge
Zachary Alexander Roberts
Rebecca Joan Robey
John Farnum Rockwood
Caley Jean Rolt
Samantha Luella Ronayne
Elsie Buffum Roper
Casey Elizabeth Ross
Joseph Edward Royal
Kyle John Russo
Trevor Gerard Sampson
Chelsea Marie Sanchez
Joseph Carl Sandore
Harrison Paul Saro
Kevin James Schiavone
Lia Marie Sciabica
Douglas Campbell Searl
Audrey Michaela Seraphin
Sean Michael Shackleton
Courtney Melissa Shaffer
Rishin Dharmesh Shah
Aditya Nott Shankar
Mithali Hosmat Shenoy
Peter David Spanos
Shayna Emily Sparrow
James Roger Speros

Westford Academy Class of 2012 – Continued

Leah Stacey Spinazzola
Kelsey Ellen Stanvick
Drew Edmund Stern
Hannah Stobbe
Ethan Bigham Stokes
Brendan Dennis Sullivan
Emily Grace Sullivan
Jessica Marie Sullivan
Matthew Thomas Sullivan
Meara Flynn Swinson
Anthony James Tagariello
Bianca Maya Tamaskar
Mallori Raymond Teden
Benjamin James Tedstone
Cameron John Tetrault
Ryan Thay
Sovantha Thay
Ryan Nicholas Thompson
Devon Delaney Timlin
Charit Reddy Tippareddy
Christine Elizabeth Torto
Danielle Lorraine Trani
Stephaney Ann Trott
John Patrick Troy
Tyler John Trulson
Jason Wesley Tu
Sarah Catherine Turgeon
John Paul Tyman
Drew Alan Valcourt
David Clark Varney
Danielle Louise Victory
Aishwarya Vishwanath
Julia Hart Walker
Harley Rachel Waterhouse
Brandt Paul Watson
Jessica Rose Webb
Zachary John Webert
Alanna Marie Weiss
Benjamin Kumar Wesley
Mark James Westerhoff
Ashley Marie Whitney
Matthew Hall Whitney
Rebecca Hardy Wilkinson
Heather Ann Wisnowski
Kevin Michael Wong
Tak Wong
Jaime O'Neill Woodbury
Nicholas Robert Woodbury
Michael Stephen Woodward
Matthew Colin Wormell
Elizabeth Kelley Wright-Fairbanks
Christian Michael Yip
Thomas Michael Yorke
Theresa Hsu-Ann Yuan
Michael Daniel Zehngut
Taoran Zhang

Tax Collector/Treasurer

Christine Collins
Tax Collector/Treasurer

Pat Studer
Assistant Tax Collector

Ann McEnnis
Assistant Treasurer

Peggy Vennard
Administrative Assistant

What's New?
The staff in the Tax Collector-Treasurer's office has had a busy year. Everyone has been involved in cross-training to help make the office run efficiently. The Senior Tax Work Credit Program allowed us to manage the work load during our heaviest collection times. We were able to meet a couple of very nice ladies and were very grateful for their help.

How's Business?
Tax collections are still very strong in Westford. Fewer properties were processed into tax title this year than in past years. The collection rate for 2012 was 99%.

Bond Anticipation Notes were issued for water system improvement work on River Street, Graniteville Road., West Street, and Bridge Street. This project has been estimated at 1.5 million dollars and will be paid through Water Enterprise funds. The Town issued Bond Anticipation Notes for the Abbot school elevator, Police Department base radios and a street sweeper. New authorizations were voted during FY2012 for an additional 1.3 million dollars in water system improvements, as well as $225,000 for a new ambulance and $90,000 for a boiler at the Abbot School. Temporary loans will be issued as needed. We expect to bond these temporary loans in FY2013.

Debt payments are made out of Community Preservation funds, Water Enterprise funds, General Fund appropriation and Debt Exclusion. Debt Exclusion is a means to fund projects by raising taxes outside the limitations of Proposition 2½. Debt exclusions accounted for 3.9 million dollars raised, or $1.04 on the tax rate in FY12 after offsets.

Who's There and How Can You Reach Us?
Tax Office: Pat Studer and Peggy Vennard are available at the window in Town Hall. Both have years of experience and are town residents. Tax bills can be looked up on the town's website, www.westfordma.gov. Look for the "Pay and Look Up Bills" option on the left. If you still need help, feel free to call us at. 978-692-5506

Treasurer's Office: Ann McEnnis works behind the scenes tending to cash receipts, payroll, reporting, filing tax returns and processing vendor warrants. Town Collector-Treasurer Christine Collins can be reached at 978-399-2526 or by email ccollins@westfordma.gov. Please see the following pages for collection information, debt service payment detail and loan balance summary information.

TAX COLLECTOR/TREASURER-CONTINUED

Massachusetts Department of Revenue, Division of Local Services
Bureau of Accounts ~ Automated Statement of Indebtedness

City/Town/District of : Westford — **FY2012**

Long Term Debt Inside the Debt Limit	Outstanding July 1, 2011	+ New Debt Issued	- Retirements	= Outstanding June 30, 2012	Interest Paid in FY2012
Buildings	13,115,000.00	0.00	1,060,000.00	12,055,000.00	507,983.76
Departmental Equipment	0.00	0.00	0.00	0.00	0.00
School Buildings	29,405,000.00	0.00	2,025,000.00	27,380,000.00	1,274,878.75
School - All Other	1,040,000.00	0.00	330,000.00	710,000.00	30,627.50
Sewer	920,000.00	0.00	140,000.00	780,000.00	36,950.00
Solid Waste	0.00	0.00	0.00	0.00	0.00
Other Inside	6,366,000.00	0.00	785,000.00	5,581,000.00	226,838.76
SUB - TOTAL Inside	$50,846,000.00	$0.00	$4,340,000.00	$46,506,000.00	$2,077,278.77

Long Term Debt Outside the Debt Limit	Outstanding July 1, 2011	+ New Debt Issued	- Retirements	= Outstanding June 30, 2012	Interest Paid in FY2012
Airport				0.00	
Gas/Electric Utility				0.00	
Hospital				0.00	
School Buildings	12,045,000.00	0.00	1,405,000.00	10,640,000.00	441,487.50
Sewer				0.00	
Solid Waste				0.00	
Water	12,106,319.00	1,882,188.72	2,725,712.00	11,262,795.72	201,421.04
Other Outside	36,418.00	0.00	4,087.00	32,331.00	0.00
SUB - TOTAL Outside	$24,187,737.00	$1,882,188.72	$4,134,799.00	$21,935,126.72	$642,908.54
TOTAL Long Term Debt	$75,033,737.00	$1,882,188.72	$8,474,799.00	$68,441,126.72	$2,720,187.31

Please complete all sections of this report and return it to the Public Finance Section no later than September 30, 2012.

I certify to the best of my knowledge that this information is complete and accurate as of this date.

Treasurer: _____ Date: _____

I certify that long and short term debt as identified in this Statement of Indebtedness is in agreement with the general ledger controls in my department and are also reflected on the balance sheet.

Accounting Officer: _____ Date: _____

Delivery By U.S. Mail	*Phone/Fax*	**FedEx, UPS, Other Delivery**
Public Finance Section	(617) 626-2399	Public Finance Section
Division of Local Services	(617) 626-2382	Division of Local Services
PO Box 9569	(617) 626-4110	100 Cambridge St.
Boston MA 02114-9569	Fax (617) 626-3916	Boston MA 02114

TAX COLLECTOR/TREASURER-CONTINUED

BUREAU OF ACCOUNTS, STATEMENT OF INDEBTEDNESS ***DETAIL***

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2011	+ New Debt Issued	- Retirements	= Outstanding June 30, 2012	Interest Paid in FY2012
Abbot School Repairs	300,000.00	0.00	100,000.00	200,000.00	12,375.00
Abbot School Septic	200,000.00	0.00	100,000.00	100,000.00	7,625.00
Abbot Septic 2	120,000.00	0.00	40,000.00	80,000.00	4,950.00
Bordeleau Land	60,000.00	0.00	30,000.00	30,000.00	2,287.50
Day Abbot Conversion	165,000.00	0.00	55,000.00	110,000.00	6,077.50
Drew Land	30,000.00	0.00	10,000.00	20,000.00	1,105.00
East Boston Camps	5,345,000.00	0.00	595,000.00	4,750,000.00	192,368.76
Elementary School Construction	14,820,000.00	0.00	960,000.00	13,860,000.00	643,387.50
Fire Station Construction	315,000.00	0.00	105,000.00	210,000.00	11,602.50
Fire Station Supplemental	40,000.00	0.00	20,000.00	20,000.00	1,525.00
Highway Garage A&E	350,000.00	0.00	50,000.00	300,000.00	13,812.50
Highway Garage Const 2 DE	400,000.00	0.00	80,000.00	320,000.00	16,000.00
Highway Garage Construction	6,290,000.00	0.00	525,000.00	5,765,000.00	277,756.26
Middle School Construction	14,120,000.00	0.00	910,000.00	13,210,000.00	613,038.75
Modular Classrooms Refunding	780,000.00	0.00	200,000.00	580,000.00	20,715.00
Senior Center	3,800,000.00	0.00	200,000.00	3,600,000.00	123,600.00
Senior Center Design	190,000.00	0.00	95,000.00	95,000.00	4,275.00
Sewer Center Extension	800,000.00	0.00	100,000.00	700,000.00	32,000.00
Stepinski Land	451,000.00	0.00	35,000.00	416,000.00	15,277.50
Town Hall CPC Share	969,500.00	0.00	55,500.00	914,000.00	33,100.82
Town Hall Gen Fund Share	1,300,500.00	0.00	74,500.00	1,226,000.00	44,399.18
TOTAL	50,846,000.00	0.00	4,340,000.00	46,506,000.00	2,077,278.77
				Must equal page 1 subtotal	

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2011	+ New Debt Issued	- Retirements	= Outstanding June 30, 2012	Interest Paid in FY2012
Academy Refunding 1	7,970,000.00	0.00	0.00	7,970,000.00	332,825.00
Academy Refunding 2	4,075,000.00	0.00	1,405,000.00	2,670,000.00	108,662.50
Byrne Ave Water	379,000.00	0.00	30,000.00	349,000.00	12,835.00
Contract 1 Water Share	74,887.77	73,396.77	77,963.73	70,320.81	1,467.00
Contract 1 Gen Fund Share	784,051.79	768,441.48	816,256.14	736,237.13	15,358.99
Contract 2 Water	1,061,484.44	1,040,350.47	1,105,084.13	996,750.78	20,793.69
Country Rd Well	425,000.00	0.00	30,000.00	395,000.00	13,122.50
Filtration Plant 2	7,777,721.00	0.00	540,147.00	7,237,574.00	112,880.13
Filtration Plant 1	1,330,000.00	0.00	115,000.00	1,215,000.00	19,592.86
Middle School 93 Refunding	0.00	0.00	0.00	0.00	0.00
Rte 40 Water Main	274,174.00	0.00	11,261.00	262,913.00	5,370.87
Title Five	36,418.00	0.00	4,087.00	32,331.00	0.00
TOTAL	24,187,737.00	1,882,188.72	4,134,799.00	21,935,126.72	642,908.54
				Must equal page 1 subtotal	

Short Term Debt Report by Issuance	Outstanding July 1, 2011	+ Issued	- Retired	= Outstanding June 30, 2012	Interest Paid in FY2012
Municipal Purpose Loan	925,000.00	925,000.00	925,000.00	925,000.00	4,000.66
Water Bonds	0.00	1,500,000.00	0.00	1,500,000.00	
				0.00	
TOTAL	925,000.00	2,425,000.00	925,000.00	2,425,000.00	4,000.66
				Must equal page 2 Total	

TAX COLLECTOR/TREASURER-CONTINUED

Short Term Debt	Outstanding July 1, 2011	+ Issued	- Retired	= Outstanding June 30, 2012	Interest Paid in FY2012
RANs - Revenue Anticipation				0.00	
BANs - Bond Anticipation:					
Buildings				0.00	
School Buildings	500,000.00	500,000.00	500,000.00	500,000.00	2,160.37
Sewer				0.00	
Water	0.00	1,500,000.00	0.00	1,500,000.00	
Other BANs	425,000.00	425,000.00	425,000.00	425,000.00	1,840.29
SANs - State Grant Anticipation				0.00	
FANs - Federal Gr. Anticipation				0.00	
Other Short Term Debt				0.00	
TOTAL Short Term Debt	$925,000.00	$2,425,000.00	$925,000.00	$2,425,000.00	$4,000.66
GRAND TOTAL All Debt	$75,958,737.00	$4,307,188.72	$9,399,799.00	$70,866,126.72	$2,724,187.97

Authorized and Unissued Debt

Purpose	Date of Vote	Article Number	Amount Authorized	- Issued - Retired - Rescined	= Unissued 6/30/2012
Elementary School Construction	05/06/00	13	27,244,305.00	27,244,000.00	305.00
Water Filtration Plants WPAT	05/06/00	17	15,000,000.00	14,432,236.00	567,764.00
Middle School Construction	11/13/00	20	23,000,000.00	16,384,679.00	6,615,321.00
Abbot Septic/Town Ctr Ext	11/13/01	5	1,500,000.00	1,400,000.00	100,000.00
Brookside Mill Dam Repair	05/13/02	13	150,000.00	100,000.00	50,000.00
Purchase land Open Space	02/07/05	1	11,150,000.00	8,500,000.00	2,650,000.00
Country Road Well	10/20/08	6	750,000.00	485,000.00	265,000.00
Groton Rd Rte 40 Water Main	10/20/08	7	640,000.00	274,174.00	365,826.00
Nutting & Stepinsky Wells WPAT	07/30/09	1	2,500,000.00	1,920,424.00	579,576.00
Ambulance	03/26/12	19	225,000.00	0.00	225,000.00
Abbot School Boiler	03/26/12	19	90,000.00	0.00	90,000.00
Water System Improv 110	03/26/12	21	1,300,000.00	0.00	1,300,000.00
					0.00
					$12,808,792.00
SUB - TOTAL from additional sheet(s)					$0.00
TOTAL Authorized and Unissued Debt					$12,808,792.00

Please Complete Additional Sections if Needed

Office of the Town Collector						Christine H. Collins Town Collector-Treasurer		
YEAR	**7/1/2011**							**6/30/2012**
	Balance	**Commitments**	**Abatements**	**Refunds**	**Collections**	**Deferred & Tax Title**	**ADJ**	Balance
REAL ESTATE								
2012		58,216,030.30	(242,977.55)	159,080.08	(57,590,210.42)	(153,284.24)	(18,312.24)	370,325.93
2011	557,341.75			12.10	(498,998.68)	(46,383.81)		11,971.36
2010	(0.02)	-						-0.02
TOTAL	557,341.73	58,216,030.30	(242,977.55)	159,092.18	(58,089,209.10)	(199,668.05)	(18,312.24)	382,297.27
EXCISE								
2012		2,638,108.79	(38,602.81)	29,309.70	(2,509,162.13)		29.53	119,683.08
2011	181,017.40	256,057.70	(22,318.45)	19,729.47	(415,810.42)		2.50	18,678.20
2010	21,239.46	231.77	(1,295.22)	1,295.22	(10,730.86)			10,740.37
Prior	7,951.93		(332.60)	553.23	(2,117.95)		-	6,054.61
PRIOR	-	-						0.00
TOTAL	$ 210,208.79	$ 2,894,398.26	$ (62,549.08)	$ 50,887.62	$ (2,937,821.36)	$ -	$ 32.03	$ 155,156.26
PERSONAL PROPERTY								
2012		1,403,892.69	(34,550.56)	1,387.71	(1,361,306.79)		(1,043.58)	8,379.47
2011	10,992.75		(4,706.53)	113.15	(5,661.55)		(97.18)	640.64
Prior	192.38		(1,509.12)	-			1,509.12	192.38
TOTAL	$ 11,185.13	$ 1,403,892.69	$ (40,766.21)	$ 1,500.86	$ (1,366,968.34)	$ -	$ 368.36	$ 9,212.49
COMMUNITY PRESERVATION ACT								
2012		1,379,564.03	(23,241.16)	4,370.90	(1,350,893.70)	(1,969.13)		7,830.94
2011	14,510.08			80.50	(13,993.50)	(249.16)		347.92
		-						
PRIOR	-	-	-	-	-	-	-	-
TOTAL	$ 14,510.08	$ 1,379,564.03	$ (23,241.16)	$ 4,451.40	$ (1,364,887.20)	$ (2,218.29)	$ -	$ 8,178.86

Tax Possession Sale Committee

Ernest H. Hyde
Chairman

Darrin Wizst
Vice Chairman

Bill Harman
Recording Secretary

Staff
John Mangiaratti
Assistant Town Manager

Website
www.westfordma.gov/pages/Government/TownDepartments/boardsandcommittees/WestfordMA_TPSC/index

Disposition of Parcels
A number of parcels being administered by the TPSC were addressed individually this year. A small parcel on Pine Grove Road (0.2 acre) and a 1.4 acre parcel on Flagg Road were sold to abutters. An 11 acre parcel at the end of Saw Mill Road was studied in depth for possible affordable housing, and found to be difficult to develop. Responding to a request from the Conservation Commission to retain it as town-owned Conservation Land, the TPSC recommended this parcel be transferred to the Commission, and sponsored an article for the fall Town Meeting. The committee received a request to enter a 1.4 acre parcel on Randolph Circle to enter to trim branches that were endangering the road and sidewalk, and that request was granted. A parcel of three acres on Hildreth Street was studied by the Affordable Housing Committee and found to be excessively wet. It is currently inactive on the list of TPSC parcels. A parcel of seven acres near Villanova Drive was the subject of a request from the Central Massachusetts Mosquito Control Project. Permission was granted by the TPSC to access the parcel for that purpose. A small parcel (0.26 acre) located at the intersection of Route 225 and Route 27, the Vose parcel, was discussed extensively at a number of meetings. The meetings were regularly attended by rail trail advocates and also by neighbors opposed to parking in that area. Many possible steps were considered, and the TPSC sponsored an article in the Annual Town Meeting to transfer the parcel to the Parks and Recreation Department. That article did not pass and discussions continued in subsequent meetings. A disposition was planned in which the parcel would be transferred to the Conservation Commission with a prohibition of parking and vehicles. More specifics were still under development by the end of this fiscal year.

TPSC Procedures
One issue addressed was whether a selling price should reflect the amount of unpaid taxes. The committee decided not to do that, but instead to base the price on current market conditions. An idea was discussed to send letters to abutters of the TPSC parcels, individually describing a particular parcel near the recipient. This may happen in the future.

The committee made a request to the Westford mapping staff for a booklet showing each TPSC parcel on one page. After discussions, Chris Coutu created a useful booklet for the committee. The total number of parcels being administered by the TPSC at the end of FY2012 is 35.

Elections were held in May for the coming year. The committee is informally following a practice to rotate the chair each year. The new chair is Darrin Wizst, and the vice chair is William Harman.

T.R.E.A.D Program
Tax Relief for the Elderly and Disabled

Christine Collins
Tax Collector/Treasurer

Diane Holmes
Board of Assessors

Dorothy Hall
Nancy Cook
Timothy Donovan

On November 16, 1998 the Town of Westford voted to accept the provisions of Chapter 60, Section 3D of the Massachusetts General Laws that establishes an elderly and disabled taxation fund.

The purpose of this fund is to assist in defraying the real estate taxes of the elderly over 65 and disabled persons of low income. In Westford, the program is administered through the Council on Aging.

TREAD awards vary year to year as the funds are dependent upon the generosity of private individuals and businesses. No Town funds from the fiscal budget are used. Voluntary tax-deductible donations by the taxpayers or other individuals are the sole support of this program. Donations received in FY'12 totaled $12,512.50 and interest income of $480.33. For fiscal year 2012, we received 23 applications and 20 individuals were assisted with varying amounts based on the individual's need totaling $14,000. The ending balance as of June 30, 2012 was $28,650.01. Thank you to all who donated.

Qualifications requirements of the recipients:

- Must own and occupy the property for which taxes are assessed,
- Must be 65+ years old or have a state recognized disability,
- Must file completed application disclosing exemptions and household income and expenses for all members age 18 and older

Applications are reviewed by a committee which is appointed by the Town Manager, and state law determines the make-up of that committee. Members include the Tax Collector/Treasurer, a representative from the Board of Assessors plus three members at large. Donated funds are in the custody of the Town and are held in an interest-bearing account specifically designated for TREAD.

Technology Department

The department saw a key change in leadership with the appointment of Mike Wells in January of 2012, after the departure of Christopher McClure in September of 2011. During the months without a Director the department staff stepped up to take on additional responsibilities and, with support from the Town Manager's office, ensured that operations and technical support to the town continued. It is a testament to the attitude of the staff and the strength of the team that the transition took place without major incidents affecting service.

Mike Wells
Director

Kate Maguire
Operations Administrator

Kevin Murphy
Network (Shared with School)

Tom Laflamme
Database Administrator

Scott Kinney
Systems Administrator

Chris Coutu
GIS Coordinator

Infrastructure

Work continues to develop and maintain the underlying technology infrastructure that can provide a stable and adaptable platform, suitable for the Town's needs – current and future. Infrastructure includes buildings and cables on poles, as well as computer hardware and networking equipment. We continuously seek ways to improve the performance and resilience of this equipment so that we are able to provide the services that are needed, when they are needed. Some recent projects in this area are:

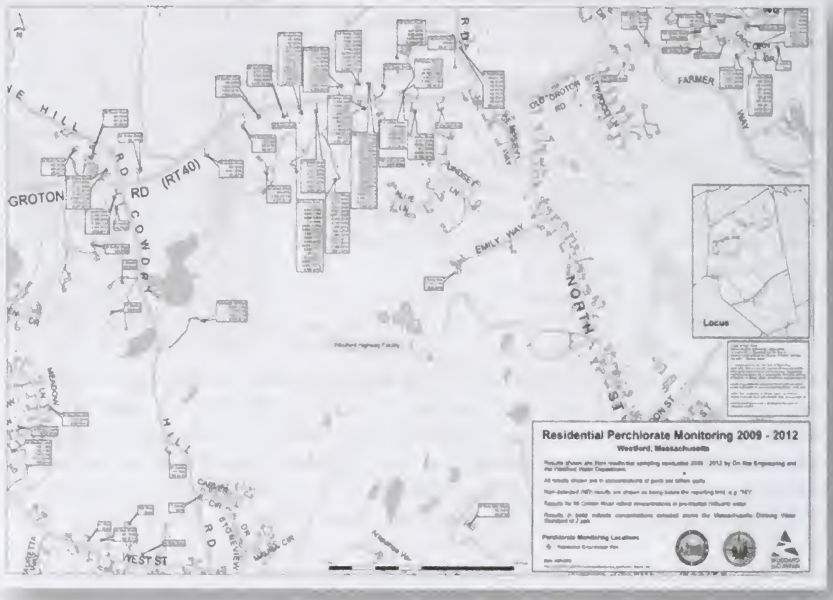
- Pilot installations for an upgraded wireless networking system for the schools. This will provide higher speeds, improved security and greater device density.
- Designed, planned and obtained financial approval of updates to the Tech Center server room. These changes will improve environmental controls as well as enhance security and fire protection.
- Continued roll-out of thin client devices into new workplace situations.

The storms during the fall of 2011 brought some major challenges in terms of continuing operations. Not only was there widespread disruption to electrical supplies, but part of the fiber network linking the town buildings was damaged. Staff worked in conjunction with the emergency services and contractors to fix problems as they arose and were able to provide a high level of service throughout the events. In addition, during these events the GIS system came to the fore and was used interactively to map and track incidents such as downed power cables and trees. This then enabled other town departments to deploy resources optimally in order to fix problems as quickly as possible. GIS data collected during and after the storms was used to help secure Federal and State aid for Westford by documenting damage. Lessons learned from these events are being used to improve the 'on demand' mapping that our GIS system can provide for future emergencies.

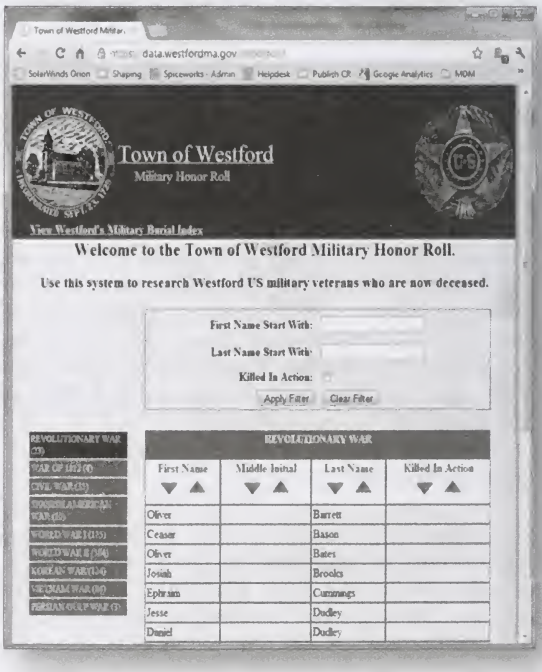
Software Projects

The department continues to take on limited scope development work to meet the specific needs of departments and to improve services. This can require the coding of programs, the configuration of complex software to meet our needs, or the design, testing and implementation of new processes to take advantage of existing software.

TECHNOLOGY DEPARTMENT – CONTINUED



- The introduction of a pilot 'paperless' purchasing program in the Technology Department. This is expected to extend to other departments during FY2013.
- The creation and maintenance of automated maps to assist in the management of perchlorate remediation. Maps are created in-house in coordination with the engineering firm Woodard and Curran to lower the town's costs of required state reporting.



TECHNOLOGY DEPARTMENT – CONTINUED

- A Military Honor Role system was created on the town website at data.westfordma.gov/honorroll
- Work continued on the migration of documents and data from the Lotus Notes database into the Document Management System. There are now in excess of 60,000 documents available online in the DMS.

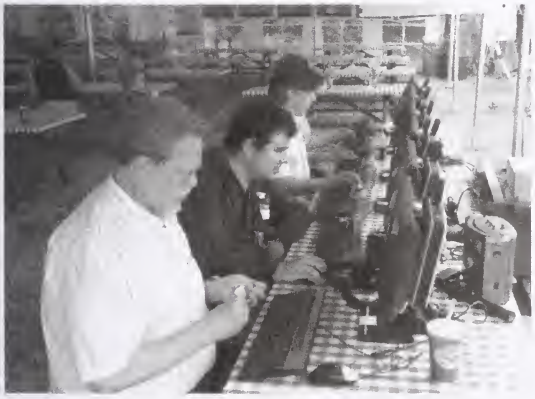
Telephone Systems

The department operates the VoIP telephone system that is used in most town buildings and the schools' administration building and it administers the mobile phone accounts for the town and public schools.

During the spring of 2012 the contract term on most of the mobile phones expired and upgraded models were available at little or no cost. Staff whose roles can benefit from mobile access to data and applications were upgraded to basic iPhones while other users were upgraded to current model conventional mobile phones. In conjunction with this a new Mobile Device Policy was written that includes the use of management software that allows the town to impose controls over smart phones, such as iPhones, limiting the scope for inappropriate use as well as improving the security of the devices. This policy was approved by the Selectmen and is signed by all recipients of the town-owned mobile phone.

An opportunity to save some money was identified in the way we connect our VoIP telephone system into the national phone system. During May/June we switched from one supplier of these services to another and hope to achieve significant savings in FY2013. As with many of our projects, it required significant preparation and work behind the scenes, but the change was completely transparent to most users.

Events



The department continues to play a prominent role in organizing and supporting town events. During FY2012 we were actively involved in the Special Town Meeting, Annual Town Meeting and Strategic Planning Retreat. We provide equipment and/or network service, coordinate and compile presentation materials (such as charts and maps), and operate equipment at those meetings. In addition we assist and support users with the use of presentation equipment and materials at other meetings when needed.

Town Accountant

The Financial Statements for the Fiscal Year ended June 30, 2012 are herewith submitted.

The data represents a fair and accurate presentation in all material aspects of the Town's financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

Alice M. Ferro
Town Accountant

Lauri Plourde
Assistant Town Accountant

Elizabeth Turgeon
Payroll Administrator

Dawn Picca
Administrative Assistant

An audit of the Town's financial records by Melanson Heath and Company, PC, Certified Public Accountants, has been completed and the results of that audit are available for public inspection in the office of the Town Accountant.

I would like to thank the accounting staff, Lauri Plourde, Elizabeth Turgeon and Dawn Picca, for their dedicated service. I would also like to thank all the boards, commissions, committees and department heads for their cooperation during the year.

Combined Balance Sheet (Unaudited)
All Fund Types and Account Group
June 30, 2012

	Governmental Fund Types			Proprietary Fund Ty	Fiduciary Fund Types	Account Group	Totals
	General	Special Revenue	Capital Project	Enterprise	Trust and Agency	General Long-Term Debt	(Memorandum Only)
ASSETS							
Cash and cash equivalents	$ 27,544,292	$ 7,678,313	$ 1,534,158	$ 4,502,469	$ 6,631,535	$ -	$ 47,890,766
Cash held by others	-	-	-	-	64,984	-	64,984
Receivables:		8,179					8,179
Property Taxes	391,772	-	-	-	-	-	391,772
Prepaid Property Taxes	-						-
Tax Title	579,624	6,374	-	1,335	-	-	587,333
Tax Foreclosure	265,608	-	-	-	-	-	265,608
Excises	155,156	-	-	-	-	-	155,156
Charges for services	-	-	-	946,193	-	-	946,193
Street betterments	140,119	-	-	-	-	-	140,119
Due from MWPAT	-		47,374	-	-	-	47,374
Amt provided for the ret gen long-term debt	-	-	-	10,942,558	-	57,498,568	68,441,126
Total Assets	$ 29,076,572	$ 7,692,865	$ 1,581,532	$ 16,392,555	$ 6,696,520	$ 57,498,568	$ 118,938,611

Combined Balance Sheet (Unaudited)
All Fund Types and Account Group
June 30, 2012

LIABILITIES AND FUND EQUITY							
Liabilities:							
Warrants payable	$ 1,174,073	$ 116,162	$ 55,927	$ 191,301	$ 28,865	$ -	$ 1,566,328
Payroll Withholdings	940,261	-	-		-	-	940,261
Deferred revenues	(180,834)	14,553	-	947,528	-	-	781,246
Deferred Intergovernmental			47,374				47,374
Overlay	1,713,114						1,713,114
Anticipation notes payable	-	-	2,425,000	-	-	-	2,425,000
General obligation bonds payable	-	-	-	10,942,558	-	57,498,568	68,441,126
Tailings/Refunds	79,488						79,488
Other liabilities	-		-	-	922,269	-	922,269
Total Liabilities	3,726,101	130,715	2,528,301	12,081,387	951,134	57,498,568	76,916,207
Fund Equity:							
Reserved for encumbrances	1,335,411		-	33,533	-	-	1,368,944
Reserved for endowment	-	-	-	-	562,032	-	562,032
Reserved for Expenditures	581,269	1,698,068	-	606,368	-	-	2,885,705
Reserved for Petty cash	5,500	-	-	100	-	-	5,600
Unreserved/undesignated	8,849,156	5,864,082	(946,770)		5,183,353	-	18,949,822
Designated for debt service	14,825,332						14,825,332
Designated for appropriation deficits	(246,197)	-	-	-	-	-	(246,197)
Retained earnings	-	-	-	3,671,167	-	-	3,671,167
Total Fund Equity	25,350,470	7,562,151	(946,770)	4,311,168	5,745,385	-	42,022,404
Total Liabilities and Fund Equity	$ 29,076,572	$ 7,692,865	$ 1,581,532	$ 16,392,555	$ 6,696,520	$ 57,498,568	$ 118,938,611

FY 2012 Budget Basis - General Fund

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/11 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
122 SELECTMEN									
Expenses	-	19,425.00	-	-	-	7,317.00	23,856.38	-	2,885.62
Capital	-	-	17,000.00	-	-	-	17,000.00	-	-
123 TOWN MANAGER									
Personal Services	-	295,859.00	-	-	5,706.99	-	301,565.99	-	-
Expenses	8,343.45	42,830.00	-	-	-	-	41,037.40	5,100.00	5,036.05
Perchlorate	-	-	-	370,000.00	-	44,744.00	180,113.35	234,630.65	-
Capital	-	-	40,000.00	-	-	-	-	40,000.00	-
131 FINANCE COMMITTEE									
Expenses	-	9,065.00	-	-	-	-	7,763.31	-	1,301.69
Reserve Fund	-	192,000.00	-	50,000.00	-	(112,269.00)	-	-	129,731.00
132 FINANCE DIRECTOR									
Capital	2,400.00	-	-	-			-	2,400.00	-
133 TOWN ACCOUNTANT									
Personal Services	-	225,803.00	-	-	-	-	212,234.30	-	13,568.70
Expenses	-	35,260.00	-	-	-	-	34,704.49	550.00	5.51
137 BUDGET DIRECTOR									
Personal Services	-	76,798.00	-	-	0.13	-	76,798.13	-	-
Expenses	-	1,300.00	-	-	-	-	-	76.98	1,223.02
141 ASSESSORS									
Personal Services	-	211,966.00	-	-	843.60	-	212,809.40	-	0.20
Expenses	6,075.00	23,950.00	-	-	-	-	18,442.69	5,150.00	6,432.31
145 TREASURER/TAX COLLECTOR									
Personal Services	-	249,897.00	-	-	-	-	249,315.28	-	581.72
Expenses	-	58,115.00	-	-	-	-	36,755.84	-	21,359.16
151 LEGAL SERVICES									
Expenses	-	263,500.00	-	60,000.00	-	-	228,023.37	36,025.00	59,451.63
152 HUMAN RESOURCES									
Personal Services	-	172,541.00	-	-	-	-	171,228.43	-	1,312.57
Expenses	855.84	22,520.00	-	-		-	20,977.24	293.03	2,105.57
Comp Reserve	-	100,000.00	-	-	(37,768.24)	-	-	-	62,231.76

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/11 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
155 TECHNOLOGY									
Personal Services	-	371,437.00	-	-	-	-	340,836.24	-	30,600.76
Expenses	15,190.21	610,200.00	-	-	-	-	610,586.10	13,858.25	945.86
Capital	-	-	250,000.00	-	-	-	227,149.35	22,588.25	262.40
161 TOWN CLERK									
Personal Services	-	209,442.00	-	-	4,752.08	-	188,145.03	-	26,049.05
Expenses	2,600.00	23,747.00	-	-	-	-	17,762.76	1,995.63	6,588.61
Capital	14,906.46	-	-	-	-	-	-	14,906.46	-
170 PERMITTING									
Personal Services	-	150,725.00	-	-	352.84	-	150,431.00	-	646.84
Expenses	10,075.34	35,765.00	-	-	-	-	43,209.65	380.06	2,250.63
171 CONSERVATION COMMISSION									
Personal Services	-	74,815.00	-	-	916.00	-	75,731.00	-	-
Expenses	797.99	9,470.00	-	-	-	-	5,126.38	375.00	4,766.61
175 PLANNING BOARD									
Personal Services	-	78,194.00	-	-	-	-	76,787.16	-	1,406.84
Expenses	-	17,896.00	-	-	-	-	15,811.23	-	2,084.77
Capital	-	-	-	-	-	-	-	-	-
176 ZONING BD OF APPEALS									
Expenses	-	5,750.00	-	-	-	-	3,971.14	155.80	1,623.06
Capital	-	-	-	-	-	-	-	-	-
192 TOWN HALL									
Personal Services	-	45,867.00	-	-	-	-	44,013.69	-	1,853.31
Expenses	8,437.00	107,150.00		-		-	84,465.68	4,640.91	26,480.41
Capital	6,670.50		-	-			-	6,670.50	-
GENERAL GOVERNMENT	76,351.79	3,741,287.00	307,000.00	480,000.00	(25,196.60)	(60,208.00)	3,716,652.01	389,796.52	412,785.66
210 POLICE									
Personal Services	-	4,107,378.00	-	-	-	-	3,942,100.73	-	165,277.27
Expenses	3,411.71	415,897.00	-	-	-	25,000.00	433,466.53	9,607.77	1,234.41
Capital	2,700.00	-	75,000.00	-	-	-	77,700.00	-	-
220 FIRE									
Personal Services	-	2,634,711.00	-	-	-	-	2,615,734.57	-	18,976.43
Grant Offset	-	(77,277.00)	-	-	-	-	(77,277.00)	-	-
Expenses	499.30	191,698.00	-	-	-	16,708.47	205,726.64	3,179.13	0.00
Capital	-	-	163,550.00	-	-	-	95,248.77	68,200.00	101.23

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/11 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
241 BUILDING DEPARTMENT									
Personal Services	-	245,639.00	-	-	-	3,587.50	249,226.50	-	-
Expenses	50.00	14,450.00	-	-	-	-	11,422.83	2,000.00	1,077.17
244 SEALER WEIGHTS & MEASURES									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	-	3,000.00	-	-	-	-	3,000.00	-	-
291 EMERGENCY MGMT									
Personal Services	-	8,000.00	-	-	-	-	8,000.00	-	-
Expenses	-	5,595.00	-	-	-	-	5,499.49	-	95.51
Capital	-	-	-	-	-	-	-	-	-
									-
292 ANIMAL CONTROL									
Personal Services	-	75,601.00	-	22,092.00	-	-	93,248.75	-	4,444.25
Expenses	1,219.68	12,270.00	-	(6,052.00)	-	-	2,539.92	131.63	4,766.13
Offset	-	(39,000.00)	-	-	-	-	(39,000.00)	-	-
294 TREE WARDEN									
Personal Services	-	2,000.00	-	-	-	-	2,000.00	-	-
Expenses	5,649.00	32,650.00	-	-	-	-	38,298.91	-	0.09
PUBLIC SAFETY	13,529.69	7,632,612.00	238,550.00	16,040.00	-	45,295.97	7,666,936.64	83,118.53	195,972.49
305 WESTFORD PUBLIC SCHOOL	585,629.11	46,271,921.00	-	-	-	-	45,199,648.05	813,529.00	844,373.06
Capital	15,000.00	-	134,000.00	-	-	-	148,823.63	-	176.37
310 NASHOBA VALLEY TECH	-	696,777.00	-	-	-	-	696,777.00	-	-
EDUCATION	600,629.11	46,968,698.00	134,000.00	-	-	-	46,045,248.68	813,529.00	844,549.43
410 ENGINEERING									
Personal Services	-	220,851.00	-	-	-	-	220,848.72	-	2.28
Expenses	-	13,900.00	-	-	-	-	8,837.26	5,040.00	22.74
Capital	86,900.03	-	-	-	-	-	33,200.00	38,700.03	15,000.00
421 HIGHWAY									
Personal Services	-	1,240,743.00	-	-	-	-	1,215,150.59	-	25,592.41
Expenses	22,753.00	820,179.00	-	-	-	-	782,454.35	46,983.87	13,493.78
Capital	211,487.60	-	150,000.00	-	-	-	47,825.95	311,291.65	2,370.00
423 SNOW & ICE									
Personal Services	-	76,000.00	-	-	-	-	189,509.82	-	(113,509.82)
Expenses	-	274,345.00	-	-	-	-	407,032.30	-	(132,687.30)

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/11 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
427 STORMWATER MGMT									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	12,388.17	48,000.00	-	-	-	-	29,850.98	29,000.00	1,537.19
432 RECYCLING									-
Recycling Expenses	-	242,600.00	-	-	-	-	241,030.98	-	1,569.02
433 SOLID WASTE									-
Solid Waste Expenses	51,309.94	1,192,600.00	-	-	-	-	1,175,356.08	49,306.40	19,247.46
Capital	-	-	-	-	-	-	-	-	-
440 SEWERAGE COLLECTION									
Expenses	-	8,940.00	-	-	-	-	8,738.55	-	201.45
491 CEMETERY									
Personal Services	-	70,028.00	-	-	675.60	-	70,703.60	-	-
Expenses	-	17,328.00	-	-	-	-	17,328.00	-	-
Capital	-	-	85,000.00	-	-	-	75,256.45	9,743.55	-
PUBLIC WORKS	384,838.74	4,225,514.00	235,000.00	-	675.60	-	4,523,123.63	490,065.50	(167,160.79)
510 BOH/ENVIRONMENTAL									
Personal Services	-	361,985.00	-	-	-	-	355,931.68	-	6,053.32
Expenses	125.00	31,970.00	-	-	-	-	29,562.89	458.00	2,074.11
Capital	-	-	-	-	-	-	-	-	-
540 SENIOR CENTER									
Personal Services	-	120,263.00	-	-	-	-	118,833.06	-	1,429.94
Expenses	1,478.79	53,850.00	-	-	-	-	48,276.71	3,965.00	3,087.08
Capital	-	-	-	-	-	-	-	-	-
541 COUNCIL ON AGING									
Personal Services	-	188,928.00	-	-	-	-	188,580.68	-	347.32
Expenses	349.08	58,357.00	-	-	-	-	51,162.55	2,522.00	5,021.53
Capital	-	-	-	-	-	-	-	-	-
543 VETERANS SERVICES									
Personal Services	-	14,750.00	-	20,618.00	-	-	35,355.75	-	12.25
Expenses	2,946.14	14,850.00	-	32,000.00	-	2,312.03	51,712.16	-	396.01
HUMAN SERVICES	4,899.01	844,953.00	-	52,618.00	-	2,312.03	879,415.48	6,945.00	18,421.56
610 LIBRARY									
Personal Services	-	1,093,282.00	-	-	-	-	1,055,120.24	-	38,161.76
Expenses	-	331,256.00	-	-	-	12,600.00	337,002.37	1,943.41	4,910.22
Capital	4,582.60	-	-	-	-	-	-	4,582.60	-

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/11 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
630 RECREATION									
Personal Services	-	204,333.00	-	-	-	-	204,333.00	-	-
Expenses	-	-	-	-	-	-	-	-	-
Offset	-	(204,333.00)	-	-	-	-	(205,071.11)	-	738.11
Capital	27,406.00	-	-	-	-	-	27,406.00	-	-
650 PARKS-GROUNDS BLDG MAINT									
Personal Services	-	259,235.00	-	-	-	-	259,235.00	-	-
Expenses	-	34,933.00	-	-	-	-	34,933.00	-	-
Offset	-	(52,000.00)	-	-	-	-	(52,000.00)	-	-
Capital	-	-	-	-	-	-	-	-	-
660 LAND MANAGEMENT									
Personal Services	-	-	-	-	-	-	-	-	-
Expenses	5,403.87	51,500.00	-	-	-	-	53,223.74	3,565.30	114.83
Capital	-	-	-	-	-	-	-	-	-
670 HISTORICAL COMMISSION									
Expenses	-	14,830.00	-	-	-	-	6,586.91	396.36	7,846.73
Capital	72,275.50	-	-	-	-	-	10,090.00	62,185.50	-
CULTURE & RECREATION	109,667.97	1,733,036.00	-	-	-	12,600.00	1,730,859.15	72,673.17	51,771.65
710 DEBT SERVICE									
Expenses		7,459,606.00	-	-	-	-	7,411,856.77	-	47,749.23
DEBT SERVICE	-	7,459,606.00	-	-	-	-	7,411,856.77	-	47,749.23
940 UNCLASSIFIED									
Direct/Indirect offsets	-	(729,441.00)	-	-	-	-	(729,441.00)	-	-
945 UNCLASSIFIED									
Employee Benefits	48,000.00	13,834,361.00	-	-	-	-	12,163,419.83	70,240.00	1,648,701.17
State Assessments	-	409,583.00	-	-	-	-	362,215.00	-	47,368.00
NON-DEPARTMENTAL	48,000.00	13,514,503.00	-	-	-	-	11,796,193.83	70,240.00	1,696,069.17
OPERATING BUDGETS	1,237,916.31	86,120,209.00	914,550.00	548,658.00	(24,521.00)	0.00	83,770,286.19	1,926,367.72	3,100,158.40

FY 2012 Budget Basis - Water Enterprise Fund

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/11 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	1,006,803.00	-	-	-	-	962,547.73	-	44,255.27
Expenses	17,492.04	1,610,068.00	-	-	-	-	1,352,360.08	-	275,199.96
	17,492.04	2,616,871.00	-	-	-	-	2,314,907.81	-	319,455.23
CAPITAL:								-	
	265,085.17	855,091.00	-	326,354.56	-	-	1,022,744.90	351,071.67	72,714.16
	265,085.17	855,091.00	-	326,354.56	-	-	1,022,744.90	351,071.67	72,714.16
WATER ENTERPRISE TOTAL	282,577.21	3,471,962.00	-	326,354.56	-	-	3,337,652.71	351,071.67	392,169.39

FY 2012 Budget Basis - Recreation Enterprise Fund

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/10 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	947,955.00	-	-	-	-	884,729.62	-	63,225.38
Expenses	-	256,676.00	-	-	-	-	256,622.22	-	53.78
	-	1,204,631.00	-	-	-	-	1,141,351.84	-	63,279.16
CAPITAL:									
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
RECREATION ENTERPRISE TOT	-	1,204,631.00	-	-	-	-	1,141,351.84	-	63,279.16

FY 2012 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY2011 Encumbered & Carried Fwd	A.T.M. 3/11 Budget	A.T.M. 03/11 Art/Transf	S.T.M. 10/11 S.T.M. 03/12 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2012 Encumbered & Carried Fwd	Closed to Fund Balance
OPERATING:									
Personal Services	-	638,931.00	-	-	-	-	602,998.20	-	35,932.80
Expenses	-	361,634.00	-	-	-	-	360,191.61	-	1,442.39
	-	1,000,565.00	-	-	-	-	963,189.81	-	37,375.19
CAPITAL:									
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
AMBULANCE ENTERPRISE TOT	-	1,000,565.00	-	-	-	-	963,189.81	-	37,375.19
GRAND TOTAL ALL FUNDS	1,520,493.52	91,797,367.00	914,550.00	875,012.56	(24,521.00)	0.00	89,212,480.55	2,277,439.39	3,592,982.14

TOWN ACCOUNTANT – CONTINUED

Special Revenue Funds - FY 2012

		Balance			Transfers	Balance
Fund 250 Federal Grants		**July 1, 2011**	**Receipts**	**Expenditures**	**In/(Out)**	**June 30, 2012**
25210215	Bullet Proof Vests OJ-Fed Reim	13,205.00	1,815.00	11,970.55	-	3,049.45
25210211	Police Traffic Enforce FY11	(1,129.91)	2,172.69	1,042.78	-	-
25210218	Police Traffic Enforce FY12	-	-	-	-	-
25220270	Fire-Assistance to Firefighters	-	-	-	-	-
25220280	Fire-Safer Grant-Reim	3,097.00	70,736.90	100,906.50	-	(27,072.60)
25510511	BOH-Medical Reserve	-	114,286.00	114,286.00	-	-
25510512	BOH- Emerg Prep Coalition	74,289.27	119,201.00	138,321.35	-	55,168.92
25510514	BOH- NAACHO	24,175.12	6,524.00	6,081.45	-	24,617.67
					-	
		113,636.48	314,735.59	372,608.63	-	55,763.44
Fund 255 School Federal Grants						
25235301	Sped 94-142 DOE 240 FY11	23,887.50	-	23,887.50	-	-
25235302	Sped 94-142 DOE 240 FY12	-	931,692.00	912,971.51	-	18,720.49
25235306	Sped Prog Impr DOE 274 FY12	-	61,580.00	5,309.00	-	56,271.00
25239307	Title II Teacher Quality 140 F11	38,027.64	-	38,027.64	-	-
25239308	Title II Teacher Quality 140 F12	-	33,947.00	26,675.86	-	7,271.14
25239321	Title II Teach Qual 140 rollover	-	15,026.00	8,303.00	-	6,723.00
25239309	Safe & Drug Free Sch 331 F11	1,012.00	-	1,012.00	-	-
25239315	Early Childhood DOE262	1,016.67	-	1,016.67	-	-
25239316	Early Childhood DOE262	-	19,529.00	19,529.00	-	-
25239319	Race to Top	-	9,500.00	9,500.00	-	-
25235326	ARRA -Idea Main DOE 760	31,403.87	-	31,403.87	-	-
25135322	ARRA-Idea Early Ch '11 762	343.60	-	343.60	-	-
25339327	ARRA SFSF DOE 780 FY11	64,225.40	-	64,225.40	-	-
25239328	ARRA SFSF 780 FY11	1,800.00	-	1,800.00	-	-
25139329	ED Jobs Grant FY11	2,245.00	-	2,245.00	-	-
25139329	ED Jobs Grant FY12	-	856,287.00	849,915.00	-	6,372.00
25239341	RTTT SIF FY12	-	4,488.00	4,488.00	-	-
25070755	Stony Solar EECBG	(36,838.90)	36,838.90	-	-	-
		127,122.78	1,968,887.90	2,000,653.05	-	95,357.63
Fund 260 State Grants						
26175632	Reg Recreation Trail	1,573.23	-	-	-	1,573.23
26179179	NMCOG-MassGIS	13,859.98	-	-	-	13,859.98
26210209	Police Child Pass Safety	-	-	269.94	-	(269.94)
26210262	Police 911 Support-Fy11	(39,045.93)	39,045.93	-	-	-
26210963	Police 911 Support-Fy12	-	8,773.28	40,520.00	-	(31,746.72)
26210291	Police 911 Training FY 11	141.72	-	-	-	141.72
26210292	Police 911 Training FY 12	-	-	22,307.87	-	(22,307.87)
26220211	S.A.F.E. Grant-2011	4,093.23	-	4,093.23	-	-
26220212	S.A.F.E. Grant-2012	-	5,265.00	976.40	-	4,288.60
26291240	Emerg Mgmt Performance	-	8,644.40	8,644.40	-	-
26510515	Tobacco Control Grant	-	5,000.00	2,254.49	-	2,745.51
26541541	Elders Affairs-COA Formula	2,273.14	20,963.00	17,614.66	-	5,621.48
26541542	Lowell Reg Trans Auth Van-Reim	(6,388.50)	87,039.41	85,789.92	-	(5,139.01)
26610610	Library Lig-Meg	19,309.92	19,875.11	19,037.00	-	20,148.03
26630633	Tennis in the Park-Recreation	667.55	200.00	867.55	-	-
26695695	Cultural Council Grant	2,876.43	3,945.99	3,323.71	-	3,498.71
		(639.23)	198,752.12	205,699.17	-	(7,586.28)

Special Revenue Funds - FY 2012

		Balance July 1, 2011	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2012
Fund 265 School State Grants						
26231332	Academic Support DOE 632	-	10,400.00	8,534.80	-	1,865.20
		-	10,400.00	8,534.80	-	1,865.20
Fund 270 Receipts Reserved						
27171171	Conservation-Wetlands	90,925.24	5,573.00	1,970.00	(18,720.00)	75,808.24
27199901	Town Wide-Insurance >$20K	-	105,851.92	-	-	105,851.92
27199905	Town-Perchlorate Restitution	-	-	-	-	-
27491491	Cemetery-Sale of Lots	115,291.53	25,506.89	-	-	140,798.42
		206,216.77	136,931.81	1,970.00	(18,720.00)	322,458.58
Fund 280 Town Revolving Funds						
28122110	Scholarship Fund-Twn Tax	13,655.72	493.94	-	-	14,149.66
28122111	Arts & Technology-Twn Tax	2,055.72	266.70	-	-	2,322.42
28122122	Town Building Leases 53E1/2	39,775.00	40,422.24	6,950.00	-	73,247.24
28171172	East Bost Camp 53E1/2	-	27,760.00	-	-	27,760.00
28192920	Insurance Recovery-Town	11,602.41	19,495.45	13,558.10	-	17,539.76
28210920	Insurance Recovery-Police	3,834.20	17,629.91	18,886.13	-	2,577.98
28300920	Insurance Recovery-School	30,756.94	16,729.44	47,085.70	-	400.68
28432432	Recycling Revolving 53E1/2	5,696.68	13,845.27	11,881.96	-	7,659.99
28450920	Insurance Recovery-Water	-	4,278.34	2,179.36	-	2,098.98
28541543	Elder & Disabled Tax-TREAD	29,632.18	13,017.83	14,000.00	-	28,650.01
28541545	COA Sr Ctr Fitness Rm 53E1/2	11,818.64	13,328.08	2,191.81	-	22,954.91
28630634	Recreation Revolving 53 D	(349.05)	88,935.17	79,940.81	-	8,645.31
28630636	Rec-Field Maint Revol 53E1/2	12,576.40	110,584.71	120,532.19	-	2,628.92
		161,054.84	366,787.08	317,206.06	-	210,635.86
Fund 285 School Revolving Funds						
28303381	School Activity Fees	140,586.87	525,195.50	453,304.74	-	212,477.63
28303385	Sch Bus Transportation 53E1/2	20,737.17	506,055.00	508,689.44	-	18,102.73
28304375	School Building Usage	86,935.17	73,962.26	67,424.00	-	93,473.43
28304376	School Outside Details	1,612.58	59,000.52	59,539.41	-	1,073.69
28304386	School Parking WA 53E1/2	14,464.70	15,650.00	27,062.53	-	3,052.17
28310379	Preschool-WA(Integrated)	-	93,625.00	69,180.07	-	24,444.93
28310380	Preschool-Sped (Integrated)	100,293.55	168,066.15	179,020.74	-	89,338.96
28311378	Sch Extended Day-Elem	203,691.98	239,969.00	266,358.95	-	177,302.03
28320377	Sch Extended Day-Middle	968.64	-	-	-	968.64
28331382	School Lost Books	15,437.05	4,835.78	4,532.34	-	15,740.49
28332384	School Athletic Revolving	68,659.60	540,943.52	536,641.35	-	72,961.77
		653,387.31	2,227,302.73	2,171,753.57	-	708,936.47

Special Revenue Funds - FY 2012

		Balance July 1, 2011	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2012
Fund 290	**Town Other Spec Rev Funds**					
29122717	Town Wide Sidewalk Gift	-	37,000.00	-	44,724.20	81,724.20
29122952	East Boston Camps TPL Gift	30,000.00	-	30,000.00	-	-
29122964	Coalition Non-Violence Gift	1,573.37	2,025.00	802.08	-	2,796.29
29122959	Comcast Cable/Public Access Gift	816.78	-	-	-	816.78
29161161	Extended Polling Hours	10,935.97	1,926.00	-	-	12,861.97
29170970	Minots Corner Improv Gift	-	200,250.00	44,797.27	-	155,452.73
29170972	Tadmuck/Rte 110 Gift	-	90,000.00	-	-	90,000.00
29171940	East Boston Camps Bathhouse	-	-	-	30,000.00	30,000.00
29171945	Cons Com Stream Team Equip	-	-	-	7,500.00	7,500.00
29171950	Conservation Comm Gift	86.14	-	-	(86.14)	-
29171953	Cons Comm-Mass Elec Gift	4,409.95	-	98.03	-	4,311.92
29175175	PWED-Pub Works Econ Dev	11,617.99	-	-	-	11,617.99
29175954	Plan Bd Bentley Sidewalk Gift	10,000.00	-	-	-	10,000.00
29175962	Plan Bd Summer Village Insp Gift	29,691.01	-	3,770.91	-	25,920.10
29175965	Plan Bd Summer Village Gift	217,300.00	36,000.00	-	(87,500.00)	165,800.00
29175966	Plan Bd Vineyard Estates Gift	-	-	-	-	-
29175968	Plan Bd Minots/Primrose	23,285.74	-	23,285.74	-	-
29210911	Police K-9 Gift	-	3,825.00	2,483.01	-	1,341.99
29210980	Federal Forfeiture	-	-	-	1,433.20	1,433.20
29210990	Drug Investigation	25,778.86	285.82	888.04	(1,433.20)	23,743.44
29510955	BOH-Health Gift	6,993.94	3,957.87	1,550.67	-	9,401.14
29510956	BOH-AED Defibrillator Gift	-	246.00	173.11	-	72.89
29510957	BOH-Wstfd Against Sub Abuse	474.45	72.21	546.66	-	-
29510958	BOH-Dental Gift	1,057.69	6,000.00	6,877.20	-	180.49
29539979	Adult Day Trans Gift	5,843.49	-	2,860.00	-	2,983.49
29543950	Veteran's Gift	55.00	125.00	-	-	180.00
29610925	Library Restitution	1,588.21	2,704.88	405.52	-	3,887.57
29610950	Library Memorial Gift	8,732.68	47,137.66	40,368.91	-	15,501.43
29630638	Recreation NRPA	425.00	-	358.75	-	66.25
29630950	Recreation Gift	8,968.77	-	500.00	-	8,468.77
29630965	Recreation Forge/Edward Beach	61,323.47	-	265.10	-	61,058.37
29630955	Recreation Community Fields	-	-	-	50,000.00	50,000.00
29691950	Historic Comm Gift	202.00	325.00	-	-	527.00
		461,160.51	431,880.44	160,031.00	44,638.06	777,648.01
Fund 295	**School Other SRF**					
29239350	Sch Reed Living Lab Donation	5,022.33	2,000.00	2,050.00	-	4,972.33
29239352	School Blue Cross Donation	3,894.00	-	3,894.00	-	-
29239354	Misc School Donations	6,763.86	55,467.71	45,055.97	-	17,175.60
29239355	WEF MassCue Mini Donation	-	725.46	725.46	-	-
29239356	School Inventors Fair	672.21	-	189.00	-	483.21
29239358	WPC Parent Connection Gift	125.00	9,155.00	6,816.98	-	2,463.02
29302390	School Choice	319,665.01	271,300.00	238,739.86	-	352,225.15
29302391	Foundation Reserve	55,074.28	-	55,074.28	-	-
29302392	Circuit Breaker Sped DOE#520	477,800.00	831,873.00	477,800.00	-	831,873.00
		869,016.69	1,170,521.17	830,345.55	-	1,209,192.31
220	School Lunch	238,402.23	1,432,335.75	1,482,283.36	-	188,454.62
240	Community Preservation	5,280,502.90	1,886,122.78	2,169,244.58	(1,033,293.70)	3,964,087.40
299	Title V	34,989.11	348.00	-		35,337.11
		5,553,894.24	3,318,806.53	3,651,527.94	(1,033,293.70)	4,187,879.13
	TOTALS	8,144,850.39	10,145,005.37	9,720,329.77	(1,007,375.64)	7,562,150.35

TOWN ACCOUNTANT – CONTINUED

Capital Projects Funds - FY 2012

Fund 310 - Town		FY 2011	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
31123740	Brookside Dam Repair 5/03 #13	8,206.49	-	-	(8,206.49)	-	-
31175717	Sidewalk Acct/Planning	49,623.20	-	4,899.00	(44,724.20)	-	-
31192198	Twn Hall renovation 5/09 Art#17	241,753.24	-	75,375.72	-	166,377.52	-
31210721	Police Station Construction	40,246.60	-	5,246.60	(35,000.00)	-	-
31210723	Town Hall Police Fire Lot	29,821.98	-	-	(29,821.98)	-	-
31210724	Police Base Radios 3/11 #17	200,000.00	-	194,259.29		5,740.71	-
31421743	Hwy Garage Const 5/01 #12	73,820.80	-	-	(73,820.80)	-	-
31421744	Highway St Sweeper 3/11 #16	225,000.00	-	220,528.20		4,471.80	-
31541433	Cameron Sr Ctr A&E 5/07 #12	5,048.65	-	-		5,048.65	-
31541736	Cameron Const/Ren 5/09 Art16	431,695.54	-	146,097.72		285,597.82	-
	Total Town Capital	1,305,216.50	-	646,406.53	(191,573.47)	467,236.50	-

Fund 320 - School		FY 2011	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
32320750	Middle School Const-Stony brook	36,711.03	-	-	-	36,711.03	-
32314766	Abbot Sch Elevator 3/11 #15	500,000.00	-	500,000.00	-	-	-
	Total School Capital	536,711.03	-	500,000.00	-	36,711.03	-

Fund 360 - Water Enterprise		FY 2011	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
36122795	Perc Remd-Stepinski 7/09 Art#1	13,140.82	-	13,140.82		-	-
36450790	Upgrade Byrne Water 5/08 Art#12	173,591.05	-	-	(173,591.05)	-	-
36450791	Stepinski Land 5/08 Art#29	584.62	-	-	(584.62)	-	-
36450792	Country Rd Well 10/08 Art#6 $750K	6,814.89	-	-	(6,814.89)	-	-
36450797	System Imprv 10/11 Art#7 $1.5M	-	1,500,000.00	194,201.33	-	1,305,798.67	-
	Total Water Enterprise Capital	194,131.38	1,500,000.00	207,342.15	(180,990.56)	1,305,798.67	-

Fund 370 - Town Water Related Projects		FY 2011	Revenue			Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Transfers	Appropriation	General Fund
37122796	Perc Remd-Nutting Rd 7/09 Art#1	3,175.12	-	-		3,175.12	-
37401793	Eng-Rt 40 Water Main 10/08 Art7	-	-	-		-	-
	Total Town Water Capital	3,175.12	0.00	0.00		3,175.12	-

Highway Improv Fund 230	July 1, 2011 Balance	Receipts	Expenditures	Transfers	June 30, 2012 Balance
Highway Chapter 90	(6,404.95)	595,787.48	924,073.52	-	(334,690.99)

Sidewalk acct trsf to Fd290
ATM 3/11 Art# Capital $146,849.27
STM 3/12 Art# Water Capital $180,990.56

TOWN ACCOUNTANT — CONTINUED

Trust Fund Activity
Fiscal Year 2012

	Fund Balance July 1, 2011	Receipts	Investment Income	Expenditures	Transfers In/(Out)	Balance June 30, 2012
Non-Expendable Trusts:						
810 Cemetery Perpetual Care	317,824.50	34,560.00	-	-	-	352,384.50
Charles Colburn Cem	1,500.00	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	17,347.58
Library Trustee	58,354.35	2,232.50	-	-	-	60,586.85
Ellen Rainville Educ	64,000.00	-	-	-	-	64,000.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
	525,239.54	36,792.50	-	-	-	562,032.04
Expendable Trusts:						
820 Conservation Fund	82,764.24	-	4,678.35	5,179.78	571,494.84	653,757.65
Conservation-Salamander	52,957.09	16,832.00	1,218.51	-	-	71,007.60
Cemetery Perpetual Care	15,360.05	-	6,726.57	18,882.96	-	3,203.66
Charles Colburn Cem	4,054.31	-	93.63	1,000.00	-	3,147.94
William Wright Cem	4,011.69	-	176.35	46.00	-	4,142.04
Lyman Wilkins Cem	4,144.15	-	108.22	165.08	-	4,087.29
J.H. Fletcher Cem	2,929.72	-	86.78	-	-	3,016.50
Alonzo Reed Cem	2,577.00	-	79.86	-	-	2,656.86
Metcalf & Soldiers	9,107.67	-	175.84	4,143.32	-	5,140.19
Library Book Fund	2,160.23	-	296.98	-	-	2,457.21
Library Lecture Fund	892.00	-	599.43	595.00	-	896.43
Library All Purpose	180.24	-	339.92	365.41	-	154.75
Library Trustee	1,226.13	-	1,168.55	1,451.08	-	943.60
J.V. Fletcher Library	66,768.17	-	1,208.79	10,636.00	-	57,340.96
Ellen Rainville Educ	889.43	-	1,255.51	1,486.04	-	658.90
Whitney Shade Tree	16,089.81	-	364.18	-	-	16,453.99
Whitney Playground	27,917.49	-	741.88	116.12	-	28,543.25
Affordable Housing Trust	298,925.92	1,420.60	9,683.42	25,751.59	461,885.00	746,163.35
Capital Stabilization Fund	784,266.83	-	1,194.59	-	(767,700.73)	17,760.69
Perchlorate Stabilization Fund	176,186.22	-	2,496.67	-	(120,000.00)	58,682.89
Stabilization Fund	3,322,866.53	-	65,096.39	-	-	3,387,962.92
OPEB	-	-	190.52	-	50,000.00	50,190.52
E Vance Library Stock	65,849.91	-		865.76		64,984.15
	4,942,124.83	18,252.60	97,980.94	70,684.14	195,679.11	5,183,353.34
TOTALS	**5,467,364.37**	**55,045.10**	**97,980.94**	**70,684.14**	**195,679.11**	**5,745,385.38**

TOWN ACCOUNTANT – CONTINUED

Agency Fund - FY 2012

	Balance July 1, 2011	Additions	Deductions	Balance June 30, 2012
Fish/Wildlife	(94.40)	1,037.75	1,008.00	(64.65)
Performance Bonds	995,174.40	88,878.64	615,021.96	469,031.08
Developer Escrow	87,781.60	122,466.17	98,237.38	112,010.39
Water- Developer Escrow	136.51	1,770.00	1,770.43	136.08
Rain Tree Hill	5,271.82	0.00	0.00	5,271.82
Villanova Drive Deposit	9,294.01	0.00	0.00	9,294.01
Cumberland Farm Deposit	3,300.00	0.00	0.00	3,300.00
Vose Hill Road	959.39	0.00	0.00	959.39
Tombstone Road	10,000.00	0.00	0.00	10,000.00
Police-Outside Details	(126,985.24)	630,760.13	582,878.92	(79,104.03)
License to Carry	116,492.85	24,650.00	19,675.00	121,467.85
Fire-Outside Details	(9,403.90)	85,684.12	84,936.32	(8,656.10)
Student Activity	345,444.03	1,277,265.96	1,344,087.12	278,622.87
TOTALS	1,437,371.07	2,232,512.77	2,747,615.13	922,268.71

Town Clerk

The Town Clerk's office had a quiet fall election season, its first in seven years thanks to special elections in 2007 and 2009. This allowed us to focus on improving our efficiencies in customer service and attend to our new responsibilities for the archives center. In December, we went live with online payment for dog licenses and vital records which has been very well received by the public. As the first line of response for many public information requests, the Town Clerk's office staff relies on the expertise and assistance of countless individuals and departments to whom we are grateful.

Kaari Mai Tari
Town Clerk

Patty Dubey
Assistant Town Clerk

Janet Berube
Administrative Assistant

Marilyn Frank
Dept. Assistant

We were excited to welcome Janet Berube to our staff in January as we geared up for our first election of the year, the March 6th Presidential Primary.

Registrars

There were two elections and two town meetings during the fiscal year that are reported elsewhere in the town report. Special voter registration sessions are held 20 days before an election and 10 days before a Special Town Meeting, usually at the Town Clerk's office. On those days the Town Clerk's office is open until 8:00 PM.

The voting precincts in Westford are reviewed every 10 years by statute following the federal census. Special thanks to Chris Coutu for proving GIS reference maps to ease the arduous task of describing precinct boundaries. We are grateful to Emily Teller who volunteered countless hours to reviewing and updating precinct lines according to the description provided from the Secretary of State's office. A few improvements were made to bring voters closer to their polling locations and on July 14th 2011 the Local Election Districts Review Commission supported the recommendation of the Selectmen. Precinct changes affected 383 households who were informed in January 2012. Polling places remain as follows:

Precinct 1	Abbot School, 25 Depot Street
Precinct 2	Blanchard Middle School, 14 West Street
Precinct 3	Abbot School, 25 Depot Street
Precinct 4	Robinson School, 60 Concord Road
Precinct 5	Stony Brook School, 9 Farmer's Way – at Veterans Memorial Complex
Precinct 6	Rita Edwards Miller School, 1 Mitchell Way – off Russell's Way

We were saddened by the loss of the following election officers in the last fiscal year: Doris Santaguida, 9/22/2011, Rita Gagne; 6/7/12, Evelyn Dunn; 6/29/12; and Paula Ewers, 7/1/12.

Vital Statistics

Vital statistics are reported on a calendar year basis. The table below shows figures over the last several years. The Town Clerk's office has custody of vital records dating back to the time of incorporation. Much of this information is also available on microfilm at the J.V. Fletcher Library.

Year	Births	Marriages	Deaths
2001	289	73	133
2002	262	78	128
2003	273	76	145
2004	241	66	151
2005	229	49	147
2006	183	75	133
2007	170	65	137
2008	158	65	145
2009	144	53	153
2010	156	69	145
2011	153	54	166

At the Counter

The Town Clerk's office issues several types of licenses some of which expire with the calendar year. Here they are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last few years are listed below.

Item	FY2009	FY2010	FY011	FY2012	Notes
Bulk Stickers	2,073	2,616	1,239	1,807	
Business Certificate	149	158	142	124	
Dogs	2,317	2,353	2,400	2,481	Calendar year 2012
Fish & Wildlife	282	208	255	34	Available online only as of 1/1/12
Flammable Storage Registration	57	37	38	38	Calendar Year 2012
Notarizations	470	423	390	475	
Raffle Permits	10	11	5	13	
Certified Copies of Vital Records	1,246	1,110	1,183	1,108	

Selectmen's Annual Licensing
Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The table below shows annual licensing payments that were received for the processing of applications and/or renewals.

	2009	2010	2011	2012
All Alcohol Club	7	7	7	7
All Alcohol Package Store	7	7	7	7
All Alcohol Innholder	2	2	2	2
All Alcohol Restaurant	14	15	16	17
Beer & Wine Package Store	5	3	3	4
Beer & Wine Restaurant	1	1	2	1
Common Victualler	44	40	44	44
Automatic Amusement	34	198	102	97
Class II Used Car	9	7	9	9
Class III Junk Car	1	1	0	1

Meetings
Beginning in July of 2010, Open Meeting Law changes were put into effect. The requirement to post agendas at least 48 hrs in advance of a meeting was the most significant change. These agendas are visible in the vestibule at Town Hall and online. Governmental meetings (with the exception of executive sessions) are open to the public and minutes are made available at the Town Clerk's office and online within a reasonable window of time. Board and Committee membership is printed in the front of this book and is also viewable online at westfordma.gov/citizen.

We are very fortunate to have had talented volunteers step forward to help us with many administrative and records management-related projects in the office. Emily Teller, Barbara Murch and Cecile Demers-Gauthier help on an ongoing basis., and we have also enjoyed assistance from Frank O'Malley, Judy Egan and Beverly Jones.

We greatly appreciate the time and wisdom offered by volunteers throughout the year. Historical knowledge and technical expertise are applied in unique ways on the many filing, database and scanning projects that keep our data organized.

Community
Westford Academy teacher Richard McHugh introduced his Civics class to a slice of town history for their genealogy projects with a tour of the vault and discussion of the research material available to them.

Preservation
Special thanks to members of the Records and Archives Management Committee for their assistance with town archives, which is detailed in their report.

TREE WARDEN

Richard (Chip) Barrett
Tree Warden

The Tree Warden for the Town of Westford is also the Highway Superintendent. His responsibilities include:

- The care and maintenance of shade and ornamental trees within the town rights of way
- The removal of dead or hazardous trees within the town rights of way
- Emergency removal of storm damaged trees
- Determining, with the assistance of the Engineering Department, ownership of trees needing to be removed or trimmed (based on GIS measurements)
- Determining the condition of trees, particularly with respect to public safety
- Care and control of parts of trees and shrubs that extend or overhang the limits of any public roads or grounds
- Removing, or causing to be removed, all illegally erected signs or advertisements placed upon trees within any public road or place under the Tree Warden's jurisdiction

The Tree Warden dealt with woody storm debris as a result of a Halloween snow storm totaling one foot of heavy, wet snow. As a result of this storm, the town received major damage to its trees. The Highway Department picked-up and disposed of debris from town properties and rights of way. The Federal Government, through its Federal Emergency Management Agency (FEMA), declared Westford a federal disaster zone. This resulted in all efforts undertaken by the Highway Department to be reimbursed by the federal government. The tree removal and debris removal was in excess of $300,000 and took crews over six months to recover.

The Tree Warden maintains public shade trees predominantly in response to requests from citizens for service. In addition, maintenance work is performed on public shade trees damaged by storms which are routinely repaired to insure the long-term health of the affected trees.

Before any live town shade trees can be removed, a public hearing is required in accordance with the Massachusetts Public Shade Tree Law.

As Tree Warden, I express my appreciation and thanks to the Board of Selectmen, Town Manager, the employees of the town, and the residents for their support, cooperation and assistance during the past year.

Unaccepted Roads Committee

Matt Lewin
Chair

Robert Dooley
Vice Chair

Chris Barrett
Richard "Chip" Barrett
Gloria Bensch
Dennis Galvin
Robert Jefferies
Ken Weiss
Valerie Wormell

Staff Contributors:
Richard "Chip" Barrett
Highway Superintendent
Angus Jennings
Director of Land Use Management
Paul Starratt
Town Engineer

Westford has a substantial inventory of roads assumed to be public ways maintained by the Town, but which the Town has never accepted. The effect of this is that residents of these roads are responsible for road repair and maintenance, but discover this only when they request the Town make repairs.

In December 2009, the Board of Selectmen created and charged the Unaccepted Roads Committee (URC) with recommending an improved street betterment policy to address long-standing, extremely complicated problem in a fair, consistent, and economical manner.

The URC quickly determined that unaccepted roads fell into two categories: roads predating subdivision control law and roads designed and built for acceptance, but which were never accepted by Town Meeting. The URC labeled the first class of roads, "old roads," and the second, "abandoned subdivision roads."

The URC engaged in more than two years of research and discussion. We assessed the street betterment policies of surrounding towns, discovering that the problem plagues the Commonwealth, and that many towns seek a comprehensive policy to address the problem. We investigated the root cause of each abandoned subdivision road, developed a myriad of betterment assessment algorithms, produced a bylaw to allow for repairs to "old roads," and generated a step-by-step reference and flowchart for residents striving to bring their roads forward for acceptance.

The URC presented its final report to the Board of Selectmen in June of this year, executing on all aspects of its charge: proposing a drastically improved street betterment policy; suggesting a number of ways to fund street improvements and for the Town to fund the on-going maintenance of newly accepted roads; producing materials that will allow residents to help themselves when seeking to bring a road forward for acceptance; and providing guidance to the Board of Selectmen about how to communicate the results of our work to Westford's residents.

With the goal of ensuring Westford would never need another Unaccepted Roads Committee, we went beyond our charge to identify the factors that led to roads languishing in an unaccepted state. With this in mind, the URC provided guidance to the Planning Board regarding steps it can take to better compel developers to bring their subdivision roads to acceptance. The URC also produced the "Abandoned Roads Provision." This proposed policy is another tool the Planning Board and residents can use to quickly identify and address roads in danger of becoming "abandoned subdivision roads."

Unaccepted Roads Committee – Continued

The URC was composed of members of the Board of Selectmen, Planning Board, and the Finance Committee, as well as residents of both accepted and unaccepted roads, and received tremendous support from the Town's Planning and Engineering departments.

The final report of the Unaccepted Roads Committee may be found at www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_UnacceptedRoads/index

VETERANS SERVICES DEPARTMENT

Terry M. Stader
Veterans Service Officer

The Veterans Services Department for the Town of Westford is responsible for insuring that every veteran and their families have access to the benefits they have earned through their loyal service to their country while serving in the military.

Veterans Services administers services and benefits as outlined in Chapter 115 of the General Laws of Massachusetts. This office also offers burial, job programs and housing assistance, along with general financial assistance to qualified applicants. Veterans who are unable to locate their discharge papers can enlist the services of this office to locate them. The Commonwealth of Massachusetts has an extensive archive of Massachusetts veterans and these discharge documents can many times be located quite quickly. We also will work with the National Archives to obtain discharge papers that are not found in the Massachusetts collection.

Westford has over 1,400 veterans residing within our community. The largest group of veterans is now the Vietnam era veteran. The World War II and Korean era veterans are right behind them in their numbers. With the military drawdown in Iraq, some of our area service men and women are returning to our community. Our area VA medical facilities have been ramped up to support them upon their return with special programs that address physical and psychological issues encountered during their time in the service. We have some of the best VA medical centers in the region in Boston, Bedford and Manchester hosting the community-based clinics that are scattered throughout New England.

This past year this office has also assisted military retirees and their families seeking assistance in resolution of service delivery issues and some financial aid. We have been building our list of contacts on the active duty/retiree side with the various military bases in our area. Please call us if you are running into road blocks.

The Veterans Services office is located at the Millennium Building behind Abbot School at 23 Depot Street. We have expanded our office hours over the last few months. Please check out our website for the most current information. Our department provides a walk-in, meet 'n' greet four hour time slot every Thursday morning at the Cameron Senior Center to address the basic information on benefits.

The Town of Westford web site has important information about veterans' benefits at local, state and federal level posted in various formats, to insure that the veteran and their family have access to the most current information. The veterans' services website is found at westfordma.gov/veterans. Program information is available via many links, along with guides on how to apply. This office will assist veterans with any claims and applications.

Over the past year, we have significantly increased the number of veterans and their families that have sought assistance with federal and state aid. This office works closely with other town departments in coordinating services to the veteran community, making sure they are able to tap in to resources available to them.

VETERANS SERVICES DEPARTMENT – CONTINUED

In the past year, we handled about 200 new inquiries from our veterans and their families. Those calls resulted in approximately 78 client cases. Many calls could be addressed with simple replies but many developed into federal and/or state applications for benefits. We currently have 15 active Chapter 115 recipients.

Over the past year, this department had two very successful events in our Memorial Day and Veterans Day programs on the Town Common and at our memorials throughout the town. It is very humbling to hear the reading of the Westford Military Honor Roll, a unique Westford tradition. A number of speakers spoke of the honor and tradition of military service and a commitment of our community to serve them as they served us. Thank you to all that participated and came to be part of our event, most especially the younger generation who someday may go on to honor their country in their future service.

This department cannot speak highly enough of the many residents who have volunteered to support us this year with their time and effort towards our veterans' holiday programs. Other volunteers are assisting our veteran population in other ways. Local veterans service organizations such as the two American Legion Posts (Posts 159 and 437) and the Veterans of Foreign Wars Post 6539 continue to serve their country in their efforts and programs to aid the local veterans. Interested volunteers should not hesitate to contact the Veterans Services office if interested in lending a hand.

This office works extensively with our local elected officials. We have working relationships with member of both the US Congress and Senate offices. We also work with our local state representatives on issues that can be addressed at that level. Your VSO is a member of Congresswoman Tsongas' Veterans Advisory Council which meets regularly to discuss veteran and military related concerns and issues at the national and local level.

The Veterans Services Department continues to offer an internet presence with a VSO Blog which can be viewed as an RSS feed. New this year to our online resources is a list of all Westford Honor Roll names which can be found at https://data.westfordma.gov/honorroll/. This is a "work-in-progress" resource and we appreciate hearing from anyone with any omissions. We have Twitter and Facebook accounts and will use those services to publicize relevant veterans-related information. Our Facebook link is facebook.com/WestfordDVS. You can follow us on Twitter at WestfordMAVets, twitter.com/#!/westfordmavets.

Through the services of our Parks and Recreation Department, flags will be lowered on the Town Common for events as directed by both federal and state proclamations. A notice posted at the base of the flagpole will indicate the reason the flag is at half-staff. We thank the volunteers who have offered to provide this service as well as the volunteers lowering of some of the flags throughout the town. Half-staff notifications will be posted electronically on the Town's calendar as well as many of the Westford related websites.

VETERANS SERVICES DEPARTMENT – CONTINUED

Flags on veterans' grave sites are put in place before Memorial Day and then removed after Veterans Day each year. This policy is in place so that the flags are not buried in the snow during the harsher winter months. The 950+ flags are placed on the grave sites by volunteers every year. Every attempt is made to honor a veteran in this way and once in a while we miss a veteran grave or the flag is missing. Please do not hesitate to contact the Veterans Service department to address this issue.

In 2011, a veteran's census form was inserted with the town-wide census (not the same as the US Census taken in 2010). We would appreciate it if any veteran will take a moment to complete the form and return it with their census form. That form is available on the Westford Veterans Services website. The goal is to insure all veterans, young and old, as well as any deceased veteran within the Town of Westford, have been identified. New programs or benefits important to our veteran population may become available, and we want to be able to disperse information to qualifying residents.



Water Department

Board of Water Commissioners
Hugh C. Maguire
Chairperson
Elizabeth Denly
Secretary
Leslie A. Thomas
Member
Titus Palmer
Alternate

The Westford Water Department employs a staff of 14 to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the Department which is charged by the town to provide safe, high quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. EPA and the Massachusetts Department of Environmental Protection (MassDEP). The Board of Water Commissioners meets twice a month, usually on the first and third Wednesday of the month. To have a topic added to the agenda notify the Business Manager by no later than 10:00 am of the Monday preceding the meeting – or at least 48 hours in advance if the meeting is held on another day. You can visit the Water Department's website at www.westfordma.gov/water for more information.



Water Department Staff

Stephen Cronin, Superintendent/Water Treatment Manager
Mark Warren, Environmental Compliance Manager
Larry Panaro, Business Manager
Paul (Pip) Ricard, Foreman
Wayne Beauregard, Foreman
Chris Macpherson, Licensed Well Specialist; Dave Crocker, Licensed Well Specialist; Rob Daley, Licensed Well Specialist; Scott Harkins, Licensed Well Specialist; Joe Emerson, Licensed Well Specialist; Dianne Cloutier, Records Supervisor; Sandra Kane, Administrative Assistant, Barbara Capone, Department Assistant.

2012 Highlights

New Water Superintendent
Stephen Cronin was named Water Superintendent after serving briefly in this position on an interim basis upon the departure of Robert Worthley in April 2012. Steve has been with the Water Department for over two years as Water Treatment Manager, and becomes the sixth Water Superintendent for the Westford Water Department. Steve has over ten years of experience in the water industry including several years as Chief Water Treatment Plant Operator for the town of Hanover.

New Board Member
Titus Palmer was appointed as an Alternate Board of Water Commissioners member in March 2012 to replace former Alternate Carolyn Jerzylo.

Graniteville Road Water Main Improvement Project
Construction for the Graniteville Road Water Main Improvement project started near the end of fiscal year 2012 in mid-May. The Water Department Master Plan identified the water mains in this area as undersized, and in need of replacement in order to improve system reliability and fire protection. This project involved replacing the undersized main on Graniteville Road from Cold Spring to Bridge Street and on River Street from Broadway to North Main Street. New water mains have been installed on Bridge Street and on River Street connecting the two dead ends on either side of Boutwell Brook and Stony Brook, respectively. In addition, water services will be connected to the larger main on West Street and the main was replaced on Beacon Street. The project is expected to be completed in mid-September 2012 with all affected streets being re-paved from curb to curb in the spring of 2013.

Water Department Awarded for Excellence
The WWD was honored at an awards ceremony on May 8th at the Waterworks Museum in Boston. The Department won a Public Water System Award from the MassDEP recognizing community water systems for outstanding performance in 2011. The top 5% highest-scoring public water systems were awarded, and Westford was one of ten medium and large community systems to earn the water system award. Scores were determined using several criteria including: system compliance with the drinking water regulations for all of calendar year 2011, effective administration, no enforcement actions for the last five years, and source and distribution system protection.



L-R:

MassDEP Commissioner Kenneth Kimmel

Westford Water Department Environmental Compliance Manager Mark Warren

Westford Water Department Superintendent/Treatment Manager Stephen Cronin

Increased Role in Perchlorate Investigation and Treatment
In FY 2012 the Westford Water Department intensified its involvement with the town perchlorate monitoring and remediation project including continued operation of the Nutting Road Perchlorate treatment plant, increased groundwater monitoring, operation of the Highway Garage treatment plant, field surveys of monitoring wells, analytical data review of laboratory results, and partnering with the town's Licensed Site Professional (LSP) to help close information gaps and improve treatment efficiency.

Public Outreach

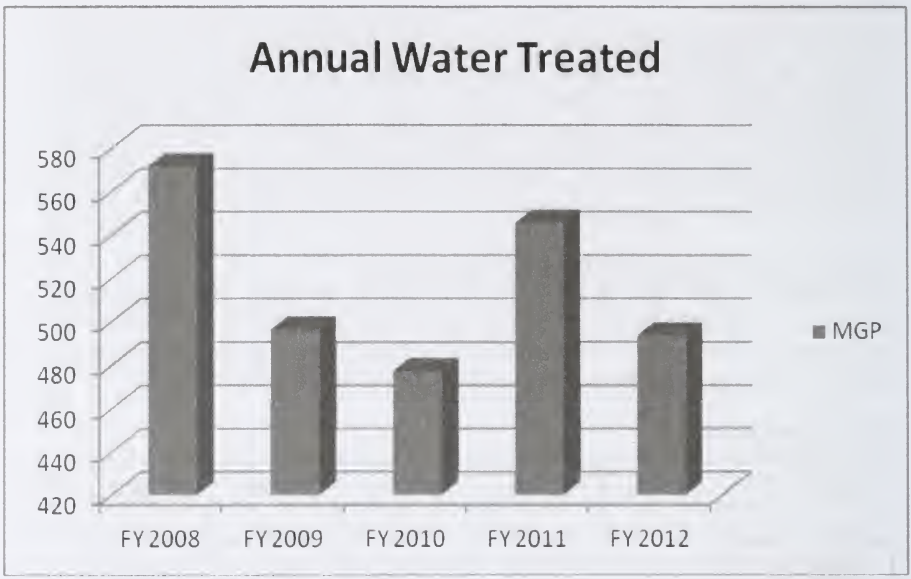
The Water Department continued its public outreach efforts in FY 2012 which included the biannual newsletter "InFLOWmation" and the annual Consumer Confidence Report which informs the public about water quality issues, pollution prevention and water conservation tips, and Water Department changes. Outreach efforts also included the grade four groundwater presentations at the Abbot, Crisafulli and Miller schools; grade five water pollution demonstrations, and Pond Study during the June East Boston Camp program.

Westford Water Department Rules and Regulations

The Westford Water Department revised and updated our Rules and Regulations, which became effective June 30, 2012. Our rules and regulations and rate information are available online at the Water Department website (www.westfordma.gov/water) under the "Rules and Regulations" link on the left hand side of the website.

Water Treated at a Glance

MGP	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
July	72.596	58.837	45.636	83.611	80.253
August	80.417	49.954	55.924	76.546	58.874
September	68.924	47.346	48.652	62.624	43.094
October	44.710	35.723	34.654	37.241	34.001
November	32.115	32.128	30.294	29.350	27.622
December	32.391	32.792	30.636	31.038	30.281
January	32.725	36.025	31.123	32.036	30.104
February	29.422	31.118	27.061	29.634	28.401
March	31.616	33.968	30.460	31.834	31.090
April	37.155	37.915	32.468	31.206	36.397
May	47.399	49.705	51.75	40.988	41.743
June	62.258	50.985	58.61	59.553	51.962
Total	571.729	496.497	477.27	545.662	493.823



MGP = Million Gallons Pumped

Water Department Statistics:
Total System Water Storage Capacity = 4.85 million gallons

FY 2012 Number of:			
Total Water Dept. Fire Hydrants	1020	Total Miles Water Main	*132.8
Total Active Accounts	5391	Water Main Breaks and Repairs	5
New Service Connections	28	Total Miles Water Main Added	0.64
Service Leaks Renewed or Repaired	11		

Note: Calendar year statistics are reported in the annual Westford Water Department Consumer Confidence Report.

*Total miles reported at the end of calendar year 2011.

A service renewal is replacement of the line from the main to the customer meter.
A service leak is located within the line from the main to the customer meter.

Zoning Board of Appeals

Web Page: www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_zba/index

Bob Herrmann
Chair

Scott MacKay
Vice-Chair

Jay Enis
Chris Romeo
James Kazeniac

Associate Members
Mark Conlon
Paul MacMillan
David Earl

Staff
Angus Jennings
Director of Land Use Management

Chris Kluchman, AICP
Board of Appeals Staff

Victoria Johnson
Administrative Assistant

The Zoning Board of Appeals (ZBA) typically meets on the third Wednesday of each month in Room 201 in Town Hall. Generally the ZBA is a reactive Board, acting only on applications that come before it. However, in the last year the ZBA participated in several pro-active measures related to important policy issues for the town. These included:

- Review and edit the proposed Wireless Telecommunications Bylaw that was approved by Annual Town Meeting in the spring of 2012;
- Review report prepared by staff related to Accessory Dwelling Units (mother-in-law apartments) and discussion of possible changes to standards in the Zoning Bylaw
- Review and input on the Town's Affordable Housing Production Plan and related policy conversations with the Affordable Housing Committee;
- Modification to the permit for the Graniteville Woods and Summer Village projects to address changing circumstances.

The ZBA considered 37 applications during Fiscal Year 2012. The types of requests included:

- Comprehensive Permit (40B) for a mixed-income development with 200 apartments (Princeton Westford Apartment Homes)
- Variances for additions to homes and businesses where the addition does not meet the setback standards
- Special Permits for changes or demolitions of nonconforming dwellings;
- Special Permits to replace cell tower antennas
- Special Permits to create Accessory Dwelling Units and Home Based Businesses
- Appeals of Administrative actions such as a building permit or determination by the Building Commissioner

Under the Comprehensive Permit Law (Chapter 40B), the ZBA is authorized to waive local regulations, including zoning, for residential developments that consist of a mixture of market rate and affordable housing units. The ZBA approved one comprehensive permit for a mixed-income project of 200 units, known as Princeton Westford Apartment Homes in FY 2012.

Zoning Board of Appeals

Board of Appeals Decisions issued between July 1, 2011 and June 30, 2012

	Approved	Denied	Withdrawn
Variance	13	1	2
Special Permit	15	1	
Modification	2		
Comprehensive Permit (40B)	1		
Administrative Appeal		1	1
Totals	**31**	**3**	**3**

Who are the Board of Appeals?

The Zoning Board of Appeals (ZBA) is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and the Westford Zoning Bylaw. Membership consists of five regular voting members and three alternate members appointed by the Board of Selectmen. The ZBA plays a role in regulating land use and development in the Town by hearing applications for relief from the standards in the Town's Zoning Bylaw through variances and special permits as well as review of certain uses or activities, appeals of decisions of the Building Commissioner, and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B.

Directory of Town Departments

Department	Address	Office Hours	Main Phone
Assessors Office	Town Hall	M-F, 8am-4pm	978-692-5504
Animal Control	Beacon Street	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-692-2161
Building Department	Town Hall	M-F, 8am-4pm	978-692-5527
Bylaw Enforcement	Town Hall	M-F, 8am-4pm	978-692-5527
Council on Aging	Cameron Senior Center 20 Pleasant Street P.O. Box 2223	M-F, 8am-4pm	978-692-5523
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Road	M-F, 7am-3:30pm	978-692-5526
Conservation Commission	Town Hall	M-F, 8am-4pm	978-692-5524
Emergency Management Agency	*Contact Police or Fire Dept to be connected to an Emergency Management Director*		978-692-2161 978-692-5542
Engineering Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Finance Director/ Treasurer	Town Hall	M-F, 8am-4pm	978-692-5518
Fire Department	51 Main Street P.O. Box 296	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-5542 Emergencies 911
GIS Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Health Department	Town Hall	M-F, 8am-4pm	978-692-5509
Highway Department	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-692-5520
Housing Authority	65 Tadmuck Road	M-F, 8:30am-1:30pm	978-692-6011
Human Resource Department	Town Hall	M-F, 8am-4pm	978-692-5501 ext.2
J.V. Fletcher Library	50 Main Street	M-TH 10am- 9pm F 1pm - 5pm Sun 2pm-5pm	978-692-5555
Museum	4 Boston Rd	Sun 2pm-4pm Office hours M,W,F 9am-4pm	978-692-5550
Parking Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Planning Department	Town Hall	M-F, 8am-4pm	978-692-5524
Police Department	53 Main Street	M-F, 8am-4pm (dispatch 24hrs/day)	Business 978-692-2161 Emergencies 911
Recreation Department	35 Town Farm Road	M-F, 8am-4pm	978-692-5532

Directory of Town Departments – Continued

Department	Address	Office Hours	Main Phone
SCHOOLS			
Abbot Elementary School (gr. 3-5)	25 Depot Street	M-F, 8:25am-2:30pm	978-692-5580
Blanchard Middle School (gr. 6-8)	14 West Street	M-F, 7:35am-1:55pm	978-692-5582
Crisafulli Elementary School (gr. 3-5)	13 Robinson Road	M-F, 8:25am-2:30pm	978-392-4483
Day Elementary School (gr. 3-5)	75 E. Prescott Street	M-F, 8:25am-2:30pm	978-692-5591
Millennium School (pre-k)	23 Depot Street	M-F, 9am-3pm	978-692-5560
Miller Elementary School (gr. K-2)	1 Mitchell Way	M-F, 9:05am-3:10pm	978-392-4476
Nabnasset Elementary School (gr. K-2)	99 Plain Road	M-F, 9:05am-3:10pm	978-692-5583
Nashoba Valley Technical High School (gr. 9-12)	100 Littleton Road	M-F, 7:45am-2:30pm	978-692-4711
Robinson Elementary School (gr. K-2)	60 Concord Road	M-F, 9:05am-3:10pm	978-692-5586
Stony Brook Middle School (gr. 6-8)	7 Farmer's Way	M-F, 7:35am-1:55pm	978-692-2708
Westford Academy (gr. 9-12)	30 Patten Road	M-F, 7:35am-1:55pm	978-692-5570
SCHOOL ADMINISTRATION			
Superintendent	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Bookkeeping	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Business Office	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560
Special Education Department	Millennium Building 23 Depot Street	M-F, 8am-4pm	978-692-5560

Website: www.westfordk12.us

Directory of Town Departments – Continued

Department	Address	Office Hours	Main Phone
Tax Collector	Town Hall	M-F, 8am-4pm	978-692-5506
Technology Department	1 E. Prescott Street	M-F, 8am-4pm	978-399-2420
Town Accountant	Town Hall	M-F, 8am-4pm	978-392-4450
Town Clerk	Town Hall	M-F, 8am-4pm	978-692-5515
Town Manager	Town Hall	M-F, 8am-4pm	978-692-5501 ext.1
Treasurer/Finance Director	Town Hall	M-F, 8am-4pm	978-692-5518
Tree Warden	Town Highway Facility 28 North Street	M-F, 7:30am-3:30pm	978-399-2731
Veterans Services	Millennium Building 23 Depot Street	M, W 8am-3pm T, 8am-4pm Th, 8am-12pm @ Cameron Sr. Center F, Call for apt.	978-392-1170
Water Department	60 Forge Village Road	M-F, 7:30am-4pm	978-692-5529
Zoning Board of Appeals	Town Hall	M-F, 8am-4pm	978-692-5524

INDEX

Affordable Housing Committee....71
Affordable Housing Trust Fund....75
Animal Control Department....77
Assessors, Board of....78
Bruce Freeman Rail Trail....80
Budget Solutions Task Force....83
Building Department....84
Capital Planning Committee....86
Cemetery Commission, Board of....88
Communications Advisory Committee....90
Community Preservation Committee....93
Conservation Commission....96
Council on Aging....102
Cultural Council....106
Emergency Management Agency....108
Energy Committee....110
Engineering Department....112
Finance Committee....114
Fire Department....115
General Meeting Times for Boards & Committees....13
Health, Board of....120
    Environmental Services....124
    Health Care Services....121
Highway Department....126
Historical Commission....128
Housing Authority....130
Human Resource Dept....132
Library, J.V. Fletcher
    Library Director....134
    Library Trustees....141
Museum & Historical Society....145
Nashoba Valley Technical High School....147
Northern Middlesex Council of Governments....150
Parkerville Schoolhouse Committee....152
Parks and Recreation....154
Pedestrian Safety Committee....158
Permanent Town Building Committee....159
Planning Board....160
Police Department....162

Public Schools 174
Abbot & Nabnasset Schools 197
Blanchard Middle School 201
Crisafulli School 203
Curriculum & Instruction 192
Day School 208
Facilities & Operations 195
Health Services 190
Miller School 208
Robinson School 203
Stony Brook School 212
Student & Staff Accomplishments 177
Student Support Services 189
Superintendents Report 174
Westford Academy 214
Records and Archives Management Committee 169
Recycling Commission 171
Selectmen, Board of 66
Tax Collector/Treasurer 227
Tax Possession Sale Committee 232
Technology Department 234
Town Clerk 253
Town Manager 68
Town Meeting
Annual: March 24, 2012 48
T.R.E.A.D. 233
Tree Warden 256
Veterans Services 259
Water Department 262
Westford at a Glance 273
Zoning Board of Appeals 266

Westford
at a Glance

Incorporated	September 23, 1729
Population (2010 census returns)	20,868
Miles of Road	160 miles (approximate)
Total Area	30.2 square miles
FY12 Tax Rates	
Residential & Personal Property	$ 15.55 per thousand
Commercial & Industrial Property	$ 15.79 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Website	www.westfordma.gov

A Century Ago - Ice Cutting on the Ponds

Graniteville. The ice cutting at Forge pond is now finished and work has already been started by Wallace Johnson at Burge's pond, where the town of Westford gets its supply. Judging from the present weather conditions all the icehouses will be filled, and the people do not need to worry over an ice famine next summer.

- *The Westford Wardsman*, January 27, 1912

Forge Village. The Daniel Gage Company, who finished their harvest of ice from Forge pond a while ago, and who afterwards went to cut ice on the Merrimack river, Lowell, have finished their work there and commenced work at North Littleton on Tuesday. There is an extra large quantitiy of ice this year and it is hoped that the price of ice during the coming summer will be decreased.

- *The Westford Wardsman*, February 10, 1912

Back cover photo and research provided by the Westford Historical Society.



Ice cutting on the ponds a century ago